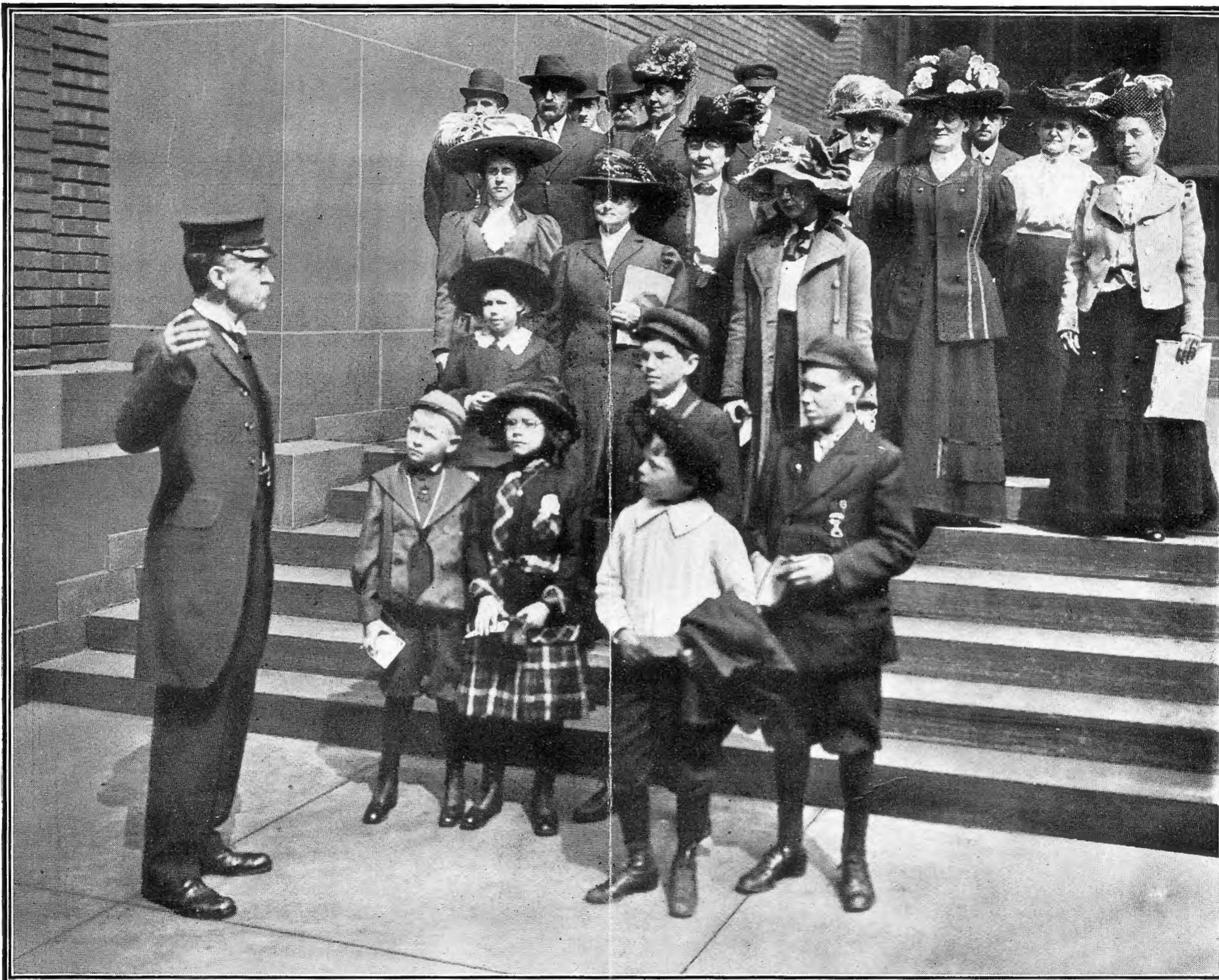


TO VISIT BUFFALO WITHOUT SEEING
THE LARKIN FACTORIES, IS TO MISS
ONE OF THE MOST INTERESTING IN-
DUSTRIAL SIGHTS ANY CITY AFFORDS

THOUSANDS OF VISITORS EVERY
YEAR ENJOY TRIPS THROUGH THE
WORLD'S LARGEST MANUFACTORY OF
SOAPS AND TOILET PREPARATIONS



The above picture shows a party of visitors leaving the Larkin Administration Building upon the completion of a trip through The Home of the Larkin Idea.

CHRONOLOGY

1875-6 *J. D. Larkin*

1878-92 *J. D. Larkin & Co.*

JOHN D. LARKIN
ELBERT G. HUBBARD } Co-partners
Entered Co.'s employ, 1875

1892-9 *The Larkin Soap Mfg. Company*

1892 JOHN D. LARKIN, President
ELBERT G. HUBBARD, Secretary and Treasurer

BOARD OF DIRECTORS:

JOHN D. LARKIN	WILLIAM H. COSS
ELBERT G. HUBBARD,	DANIEL J. COSS
Retired Jan. 1, 1893	Ent'd Co.'s employ, 1876
	DARWIN D. MARTIN,
	Ent'd Co.'s employ, 1878

1893 JOHN D. LARKIN, President and Treasurer
DARWIN D. MARTIN, Secretary

BOARD OF DIRECTORS:

JOHN D. LARKIN	DARWIN D. MARTIN
CHARLES H. LARKIN	WILLIAM H. COSS
Ent'd Co.'s employ, 1899	DANIEL J. COSS

1899-
1904 *Larkin Soap Co.*

JOHN D. LARKIN, President and Treasurer
CHARLES H. LARKIN, Vice-President
DARWIN D. MARTIN, Secretary
JOHN D. LARKIN, JR., Assistant Treasurer
Entered Co.'s employ, 1898

BOARD OF DIRECTORS:

JOHN D. LARKIN	WILLIAM H. COSS
CHARLES H. LARKIN	DANIEL J. COSS
JOHN D. LARKIN, JR.	WILLIAM R. HEATH,
DARWIN D. MARTIN	Ent'd Co.'s employ, 1898

1904-
1909 *Larkin Co.*

JOHN D. LARKIN, President and Treasurer
CHARLES H. LARKIN, Vice-President
WILLIAM R. HEATH, Vice-President
DARWIN D. MARTIN, Secretary
JOHN D. LARKIN, JR., Assistant Treasurer
HARRY H. LARKIN, Assistant Treasurer
Ent'd Co.'s employ, 1907

BOARD OF DIRECTORS:

JOHN D. LARKIN	WILLIAM R. HEATH
CHARLES H. LARKIN	WILLIAM H. COSS
JOHN D. LARKIN, JR.	DANIEL J. COSS
DARWIN D. MARTIN	Retired July 1, 1909

1909 BOARD OF DIRECTORS:

JOHN D. LARKIN	DARWIN D. MARTIN
CHARLES H. LARKIN	WILLIAM R. HEATH
JOHN D. LARKIN, JR.	HAROLD M. ESTY
HARRY H. LARKIN	Ent'd Co.'s employ, 1897

First and Second Editions, 1901
Third Edition, Revised, . 1906
Fourth Edition, " . 1907
Fifth Edition, " . 1908
Sixth Edition, " . 1909
Seventh Edition, " . 1909
Eighth Edition, " . 1910
Ninth Edition, " . 1911
Tenth Edition, " . 1911
Eleventh Edition, " . 1911
Twelfth Edition, " . 1912

Copyrighted, 1901, 1906, 1907, 1908, 1909, 1910, 1911

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Larkin Co.

ESTABLISHED, 1875.

BUFFALO, N. Y.

Soapmakers

Perfumers

Importers

Refiners

Food Specialists

Chemists

CHICAGO, ILL., BRANCH: For Minn., Mont.,
No. and So. Dak., Wis. and part of Ill.

PEORIA, ILL., BRANCH: For West of the
Mississippi River, except Minn., Mont.,
No. and So. Dak. and for part of Ill.

LOCAL BRANCHES AND SHOWROOMS

NEW YORK	BOSTON	PHILADELPHIA
PITTSBURGH	CLEVELAND	
CHICAGO	PEORIA	



GUIDES ARE
ALWAYS AT
THE DISPOSAL
OF VISITORS

WE present this book with the hope that, to those who have visited us, it will serve as a reminder of an hour well spent. From it, those who have not visited the Larkin Factories can glean much that is interesting about the manufacture of Larkin Laundry and Toilet Soaps, Toilet Preparations, Food Specialties, etc. It tells something of the magnitude of the facilities necessary to manufacture 500 Larkin Products in quantities sufficient for over two million regular users. The book also shows plainly a little of the care and cleanliness that are apparent everywhere to those making a tour of the Factories.

The short sketch of the inception and subsequent development of the Larkin Idea exemplifies how honest endeavor, combined with square dealing, brings success.

Over 40,000 people visit the Home of the Larkin Idea annually. Everyone is invited. Guides and attendants are always in waiting to welcome visitors and conduct them through the Factories, explaining the most interesting features.



THE
SHOWROOM
AT
BUFFALO

VISITORS
WELCOME



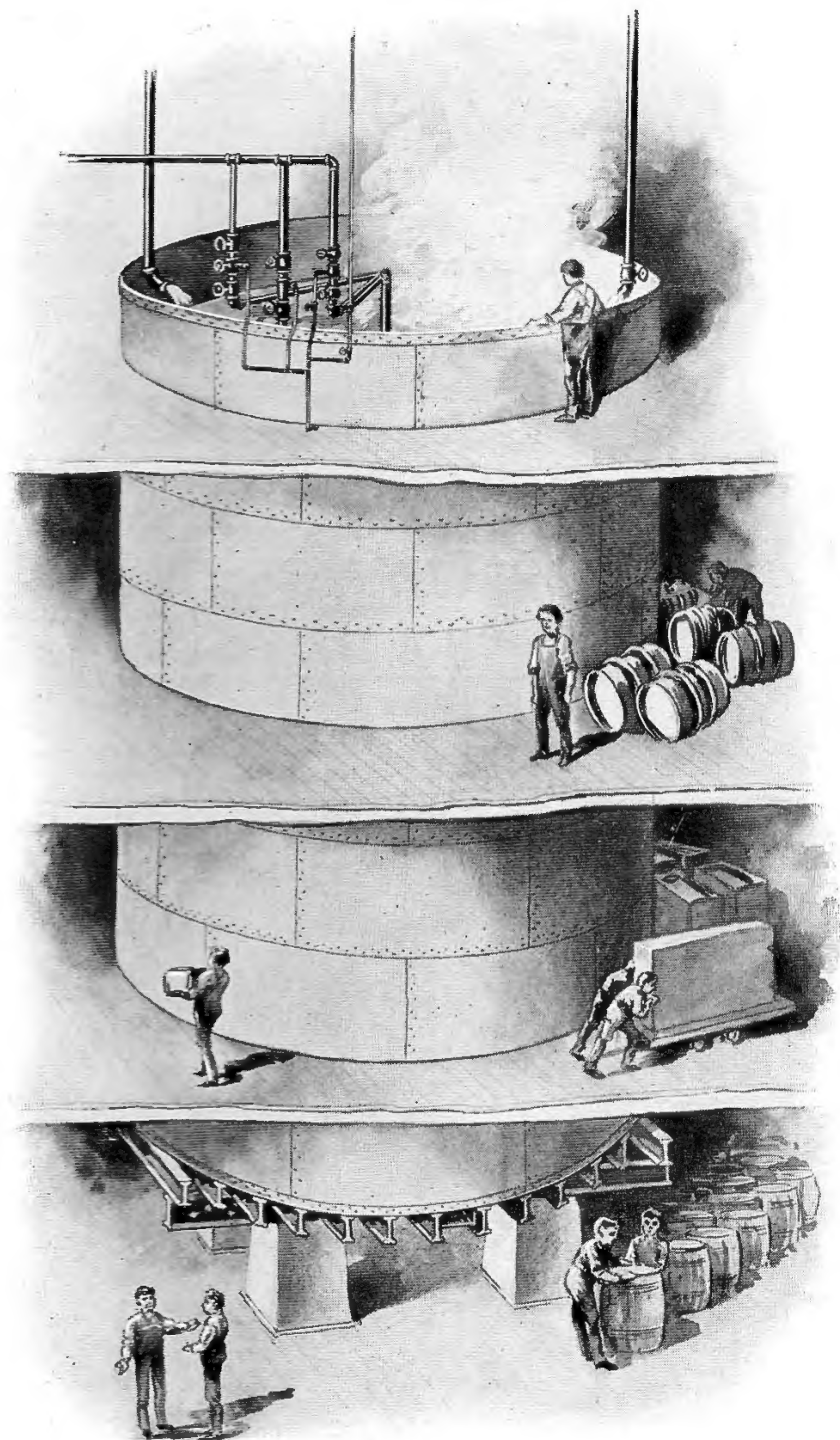
AN
OLD-TIME
SOAP-KETTLE

A
LARKIN
SOAP
KETTLE;
FORTY
FEET
DEEP,
THIRTY
FEET
ACROSS

There are fifteen soap kettles in the Larkin Factories. There are besides, many tanks and kettles that are used for the storage of oils and for spent lye. Of the fifteen kettles that are used exclusively for boiling soap, two are the largest in the world. They are forty feet deep; thirty feet in diameter. Each has capacity for 1,500,000 pounds of stock. This amount of stock would make over fifty car-loads of soap. In each kettle is a mile and a quarter of two-inch steam pipe to furnish the necessary heat. To fill, boil, and empty requires about fourteen days.

The capacity of the other kettles is from 600,000 to 800,000 pounds.

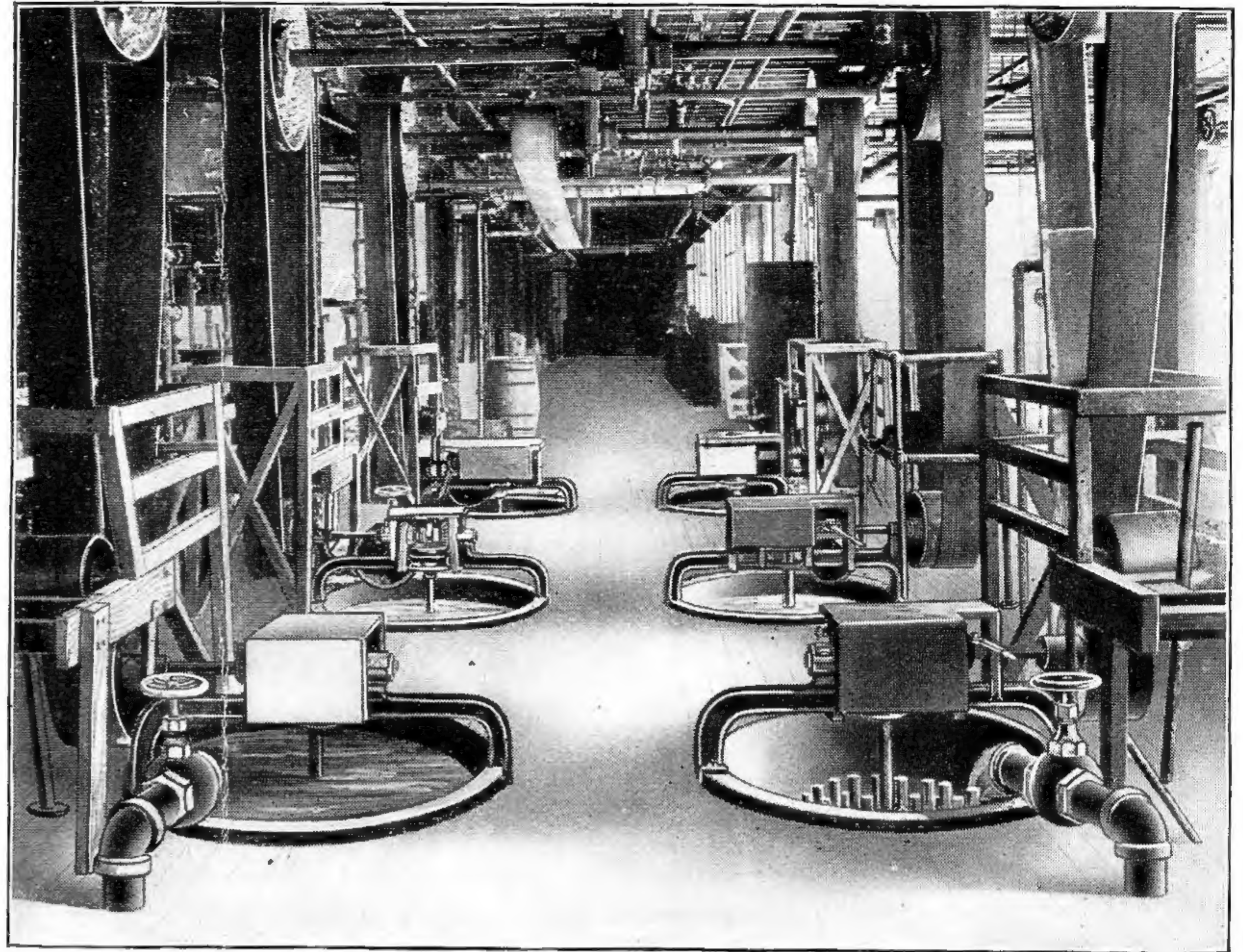
When a kettle is ready to be filled, the materials used are run into it through pipes, from tanks on the floors above, but a kettle is not filled to its capacity before turning the steam on for the boiling. Lye and tallow are not inclined to join forces readily, so small quantities are first introduced and under the melting influence of the steam they soon learn each other's good qualities and how mutually beneficial a union will be. This point accomplished, the filling of the kettle and the boiling proceed.



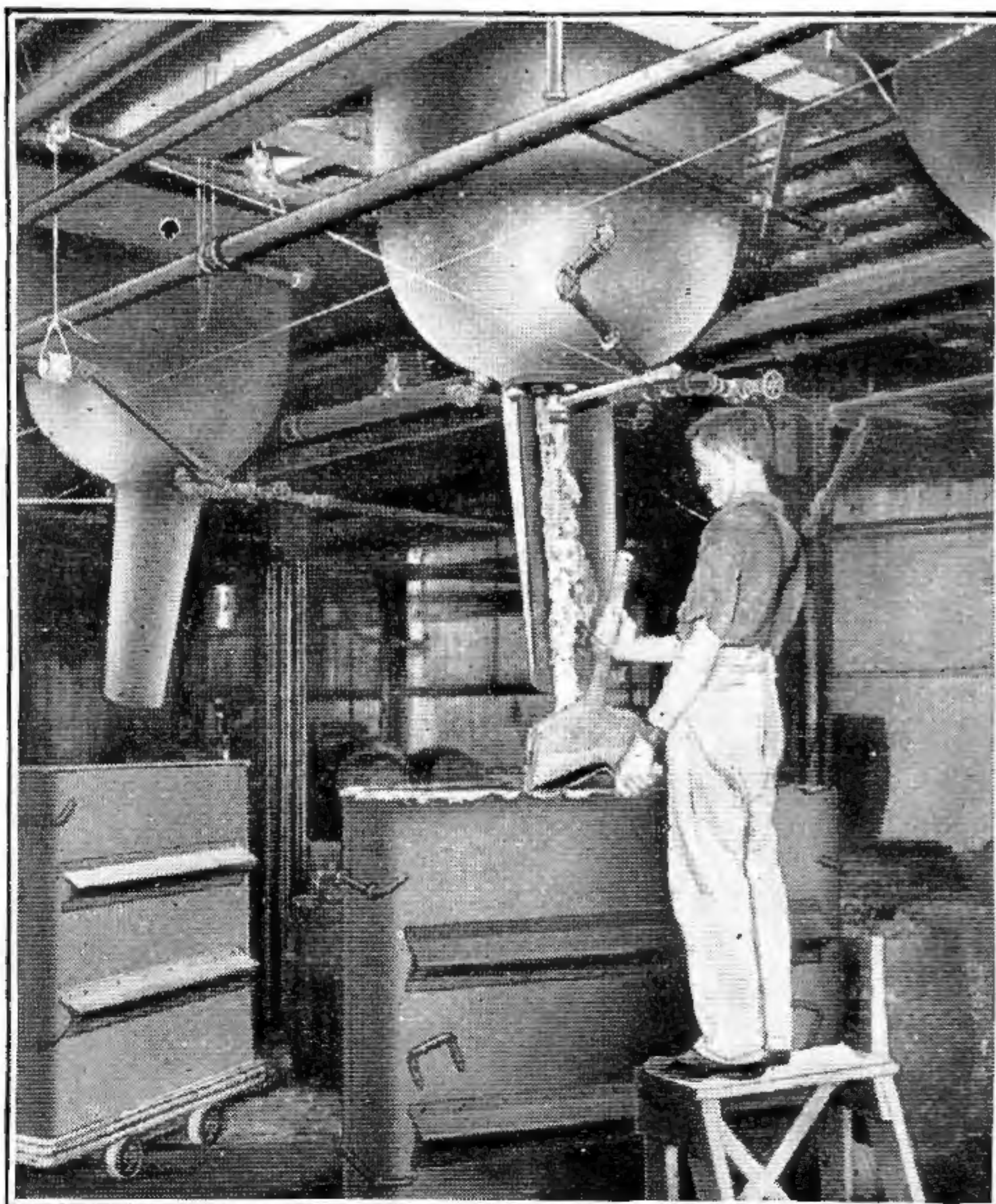
THE GREAT KETTLES REST ON
MASONRY AND SOLID STEEL AND
CONCRETE FOUNDATIONS. THEY
EXTEND THROUGH FOUR FLOORS

From the kettles the soap is pumped to the "Crutchers." There are many of these machines, each with a capacity of fifteen hundred pounds. In them is a whirling screw, like that which propels a ship. This rapidly stirs the melted soap. The Crutchers accomplish in fifteen minutes what in the old days required some hours of work by a man with a stirring-paddle shaped much like a crutch, from which they get their curious name.

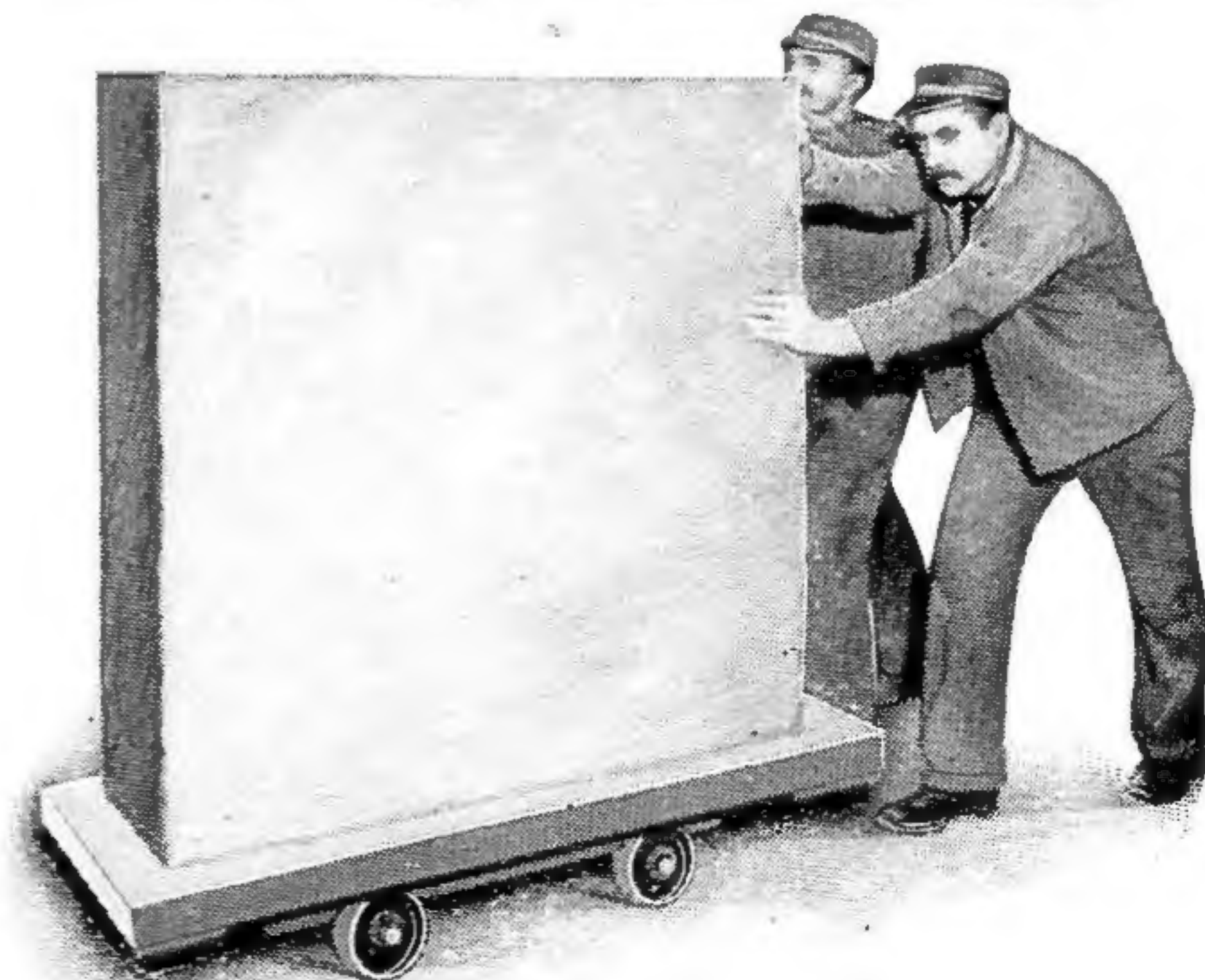
When the soap has been crutched, it is next framed. The frames are iron boxes mounted on wheeled bases. Empty, they stand on the floor



SOME OF THE SWEET HOME
SOAP CRUTCHING-MACHINES.
EACH HAS 1,200 POUNDS CAPACITY

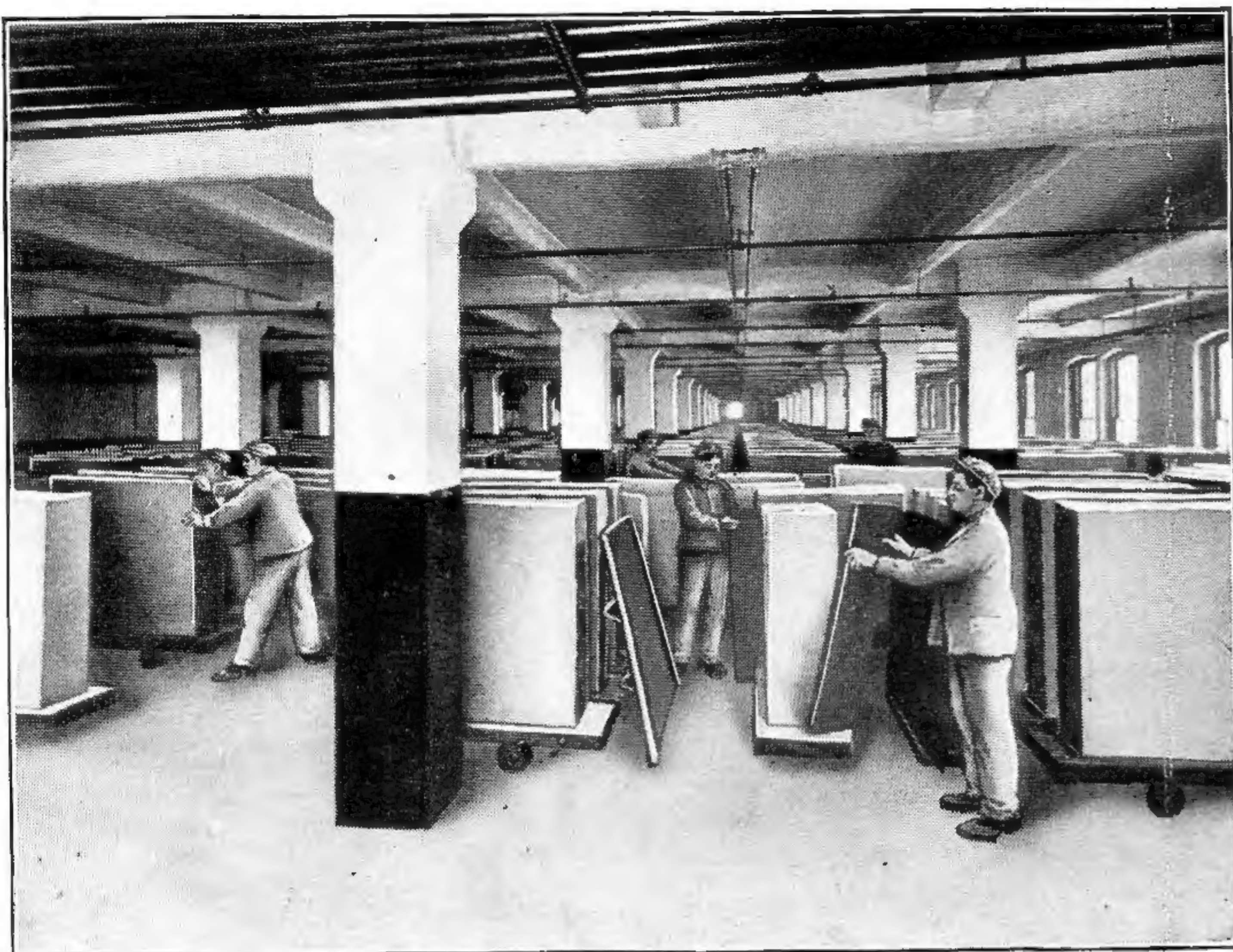


beneath the Crutchers, from which the soap drops into them. Each holds 1,200 pounds of soap. When the soap has solidified and become cold, the sides and ends of the frames are removed, leaving a 1,200 pound block of soap, mounted on a wheeled base.

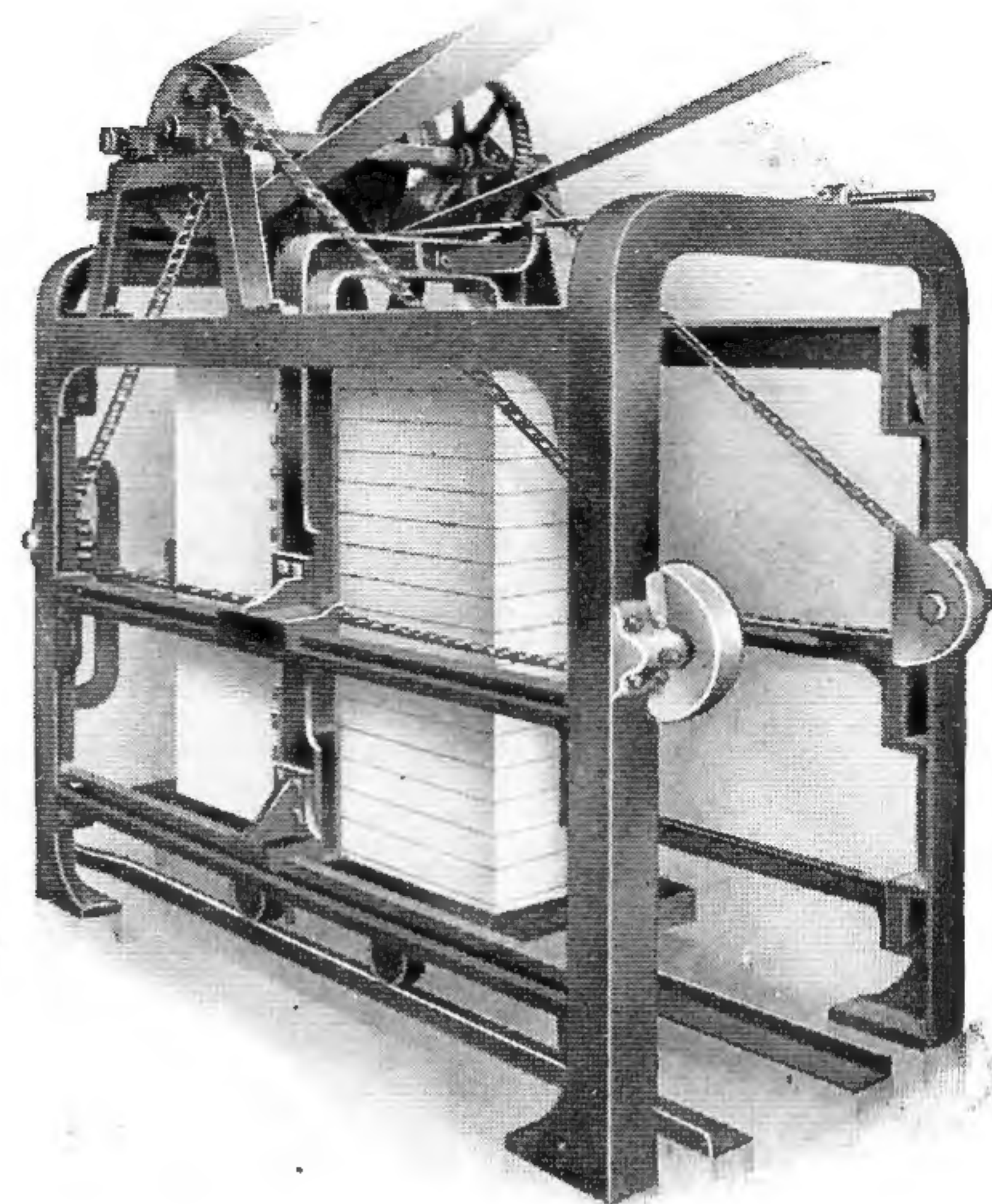


EMPTYING A
CRUTCHER
INTO A
FRAME

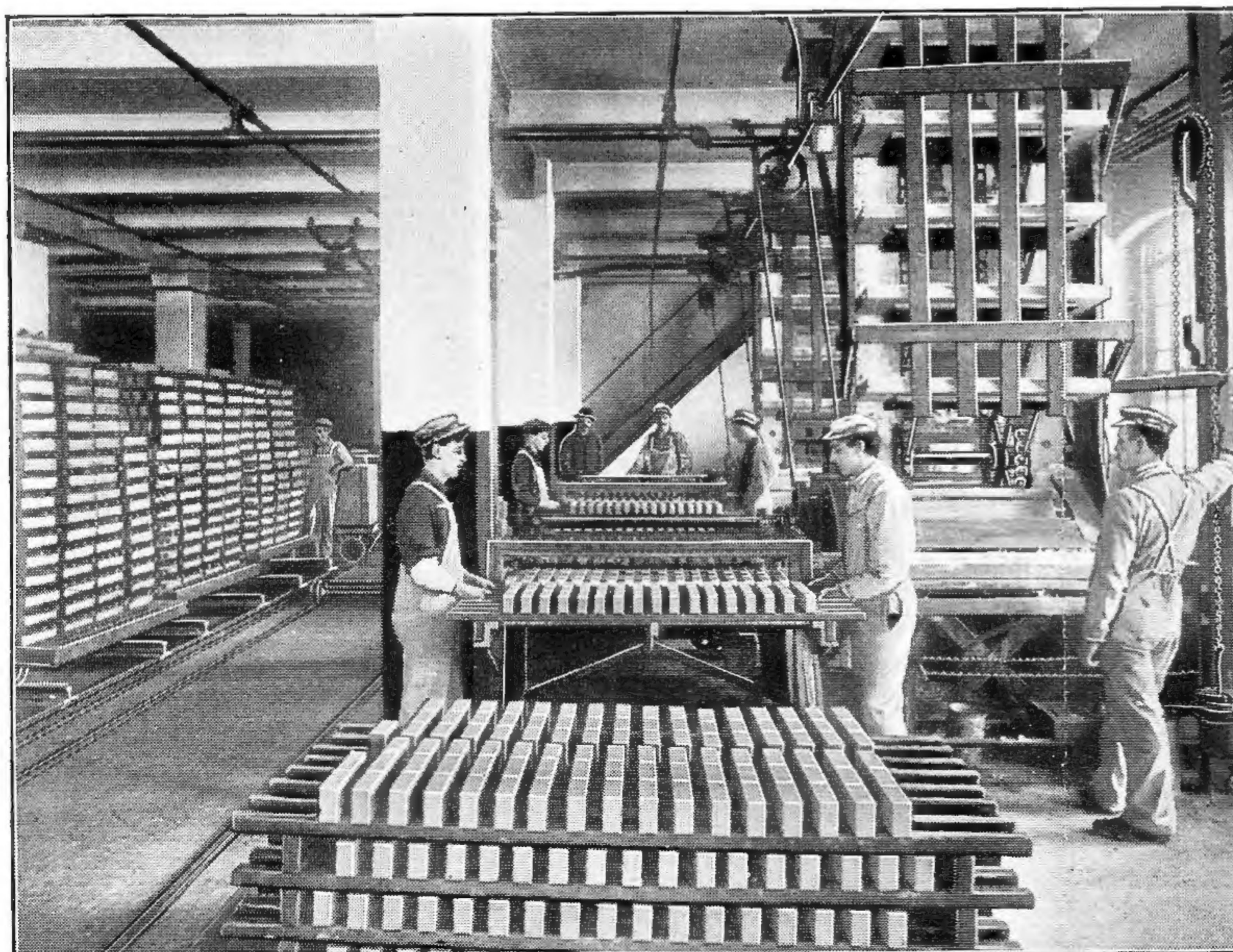
A 1,200-POUND BLOCK OF SOAP



A COOLING-ROOM—REMOVING
SIDES AND ENDS FROM FRAMES

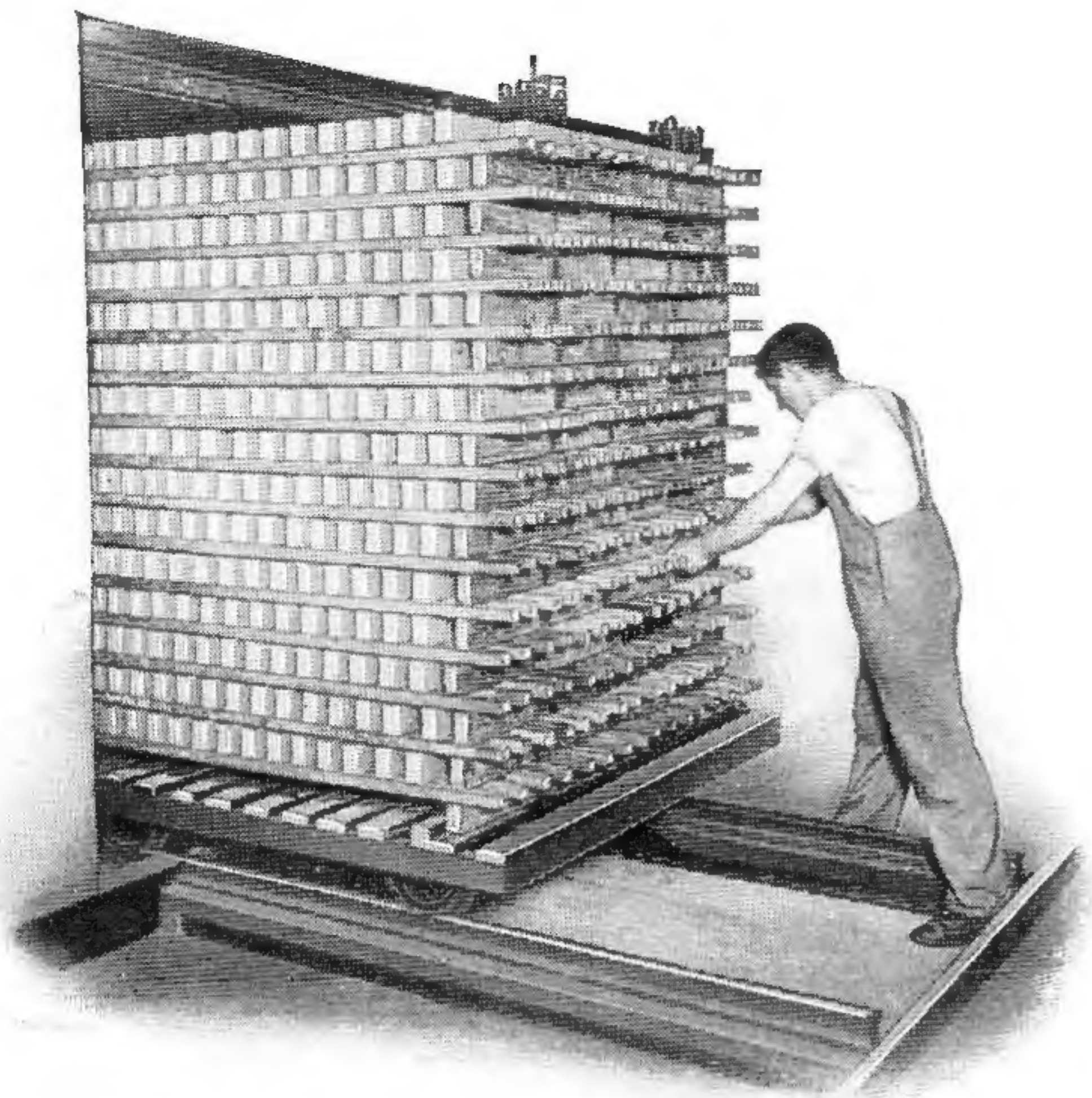


CUTTING A 1,200-POUND
BLOCK OF SOAP. THE
MACHINE IS DRIVEN BY
ELECTRICITY.



CUTTING-TABLES—CUTTING
SLABS OF SOAP INTO BARS

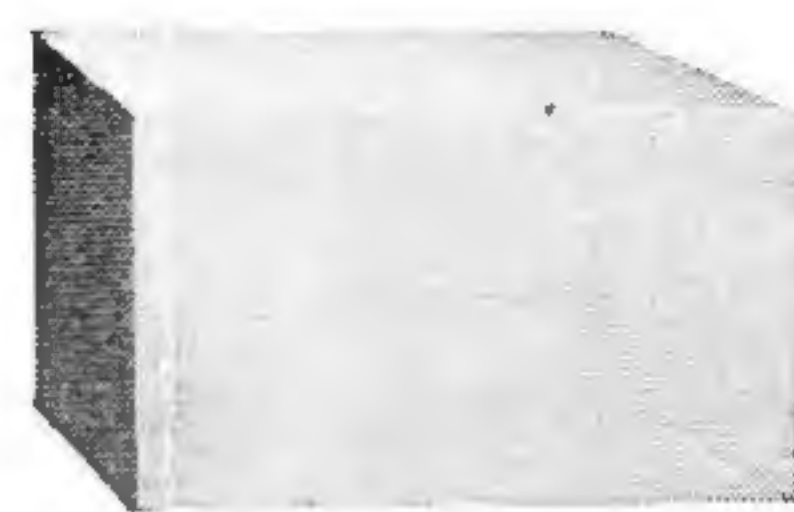
The 1,200-pound block of soap that is left on the wheeled base, when the sides and ends have been removed from a frame, is cut into slabs. The slabbing is done by a machine that draws tightly stretched piano wire through the soap. The slabs are delivered to the tables of cutting-machines, where they are pushed against and through stationary wires that cut them into bars. These are automatically separated as they pass on to racks, so that all their surfaces are exposed for the drying-process.



ONE OF THE CARS ON WHICH
THE BARS OF SOAP PASS
THROUGH THE DRYING-ROOM

The racks bearing the bars of soap, pass on cars through a drying-room. They then go to the pressing-machines, which give the bars finished shape. One quick, tremendous squeeze for the fraction of a second, between the dies of these machines further solidifies the bar and impresses the brand. Then the bars are ready for packaging.

The finished bars pass from the presses to tables at which the packers sit.



A BAR OF SOAP BEFORE
PRESSING

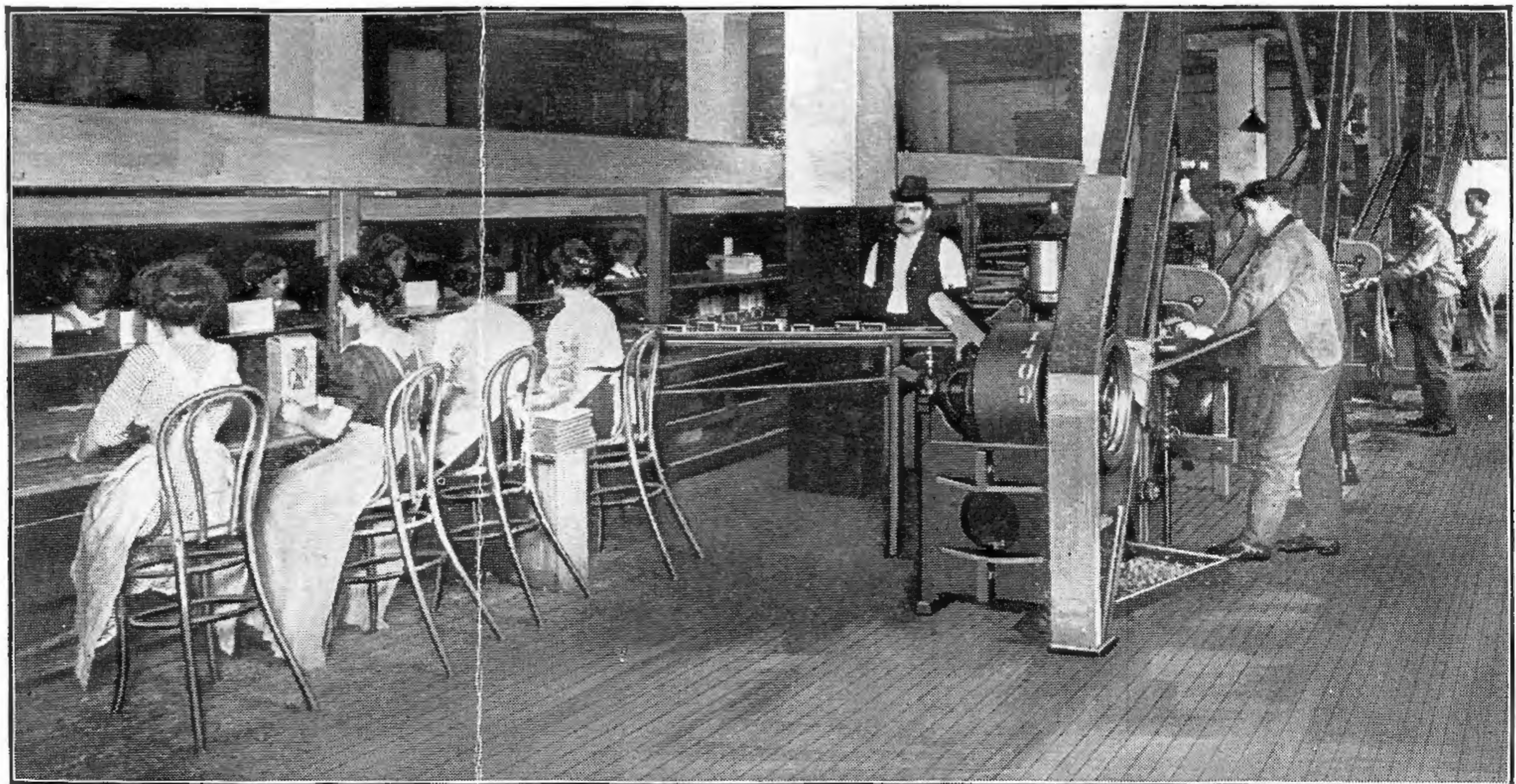


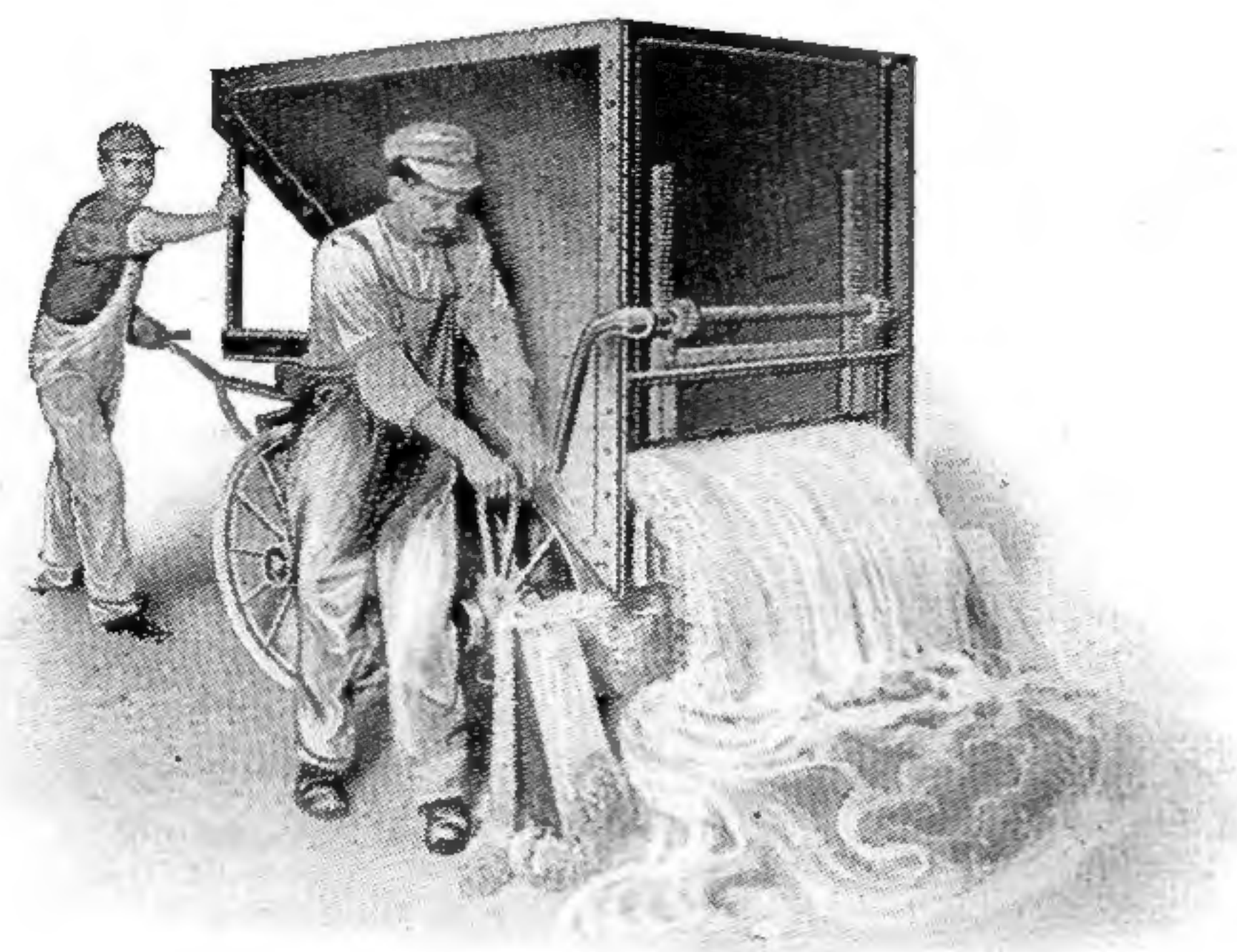
THE FINISHED
BAR

PACKING SWEET HOME FAMILY SOAP INTO CARTONS

Ten bars are assembled, in two piles of five bars each, by a worker at each table who takes care of all the bars from two presses. As fast as ten bars are piled up, a packer places a carton over the pile, tilts it and folds in the open end. The Soap is then ready to go to Larkin Customers.

All the foregoing tells particularly of the making of Sweet Home Family Soap. In other parts of the factories other Soaps are handled in an equally expeditious manner.





EMPTYING A BORAXINE TRUCK

In making Boraxine Soap Powder, the boiling- and crutching-processes are the same as in making Laundry Soap. From the crutchers, the Boraxine passes into a large iron truck which conveys it to another section of the building where it is allowed to flow out over the floor, forming a large field of semi-fluid Boraxine which gradually cools and hardens. When cold, it is broken up into lumps and put into the mills; when it comes out, it is ready for packaging. The mills can grind 60,000 pounds of powder daily.

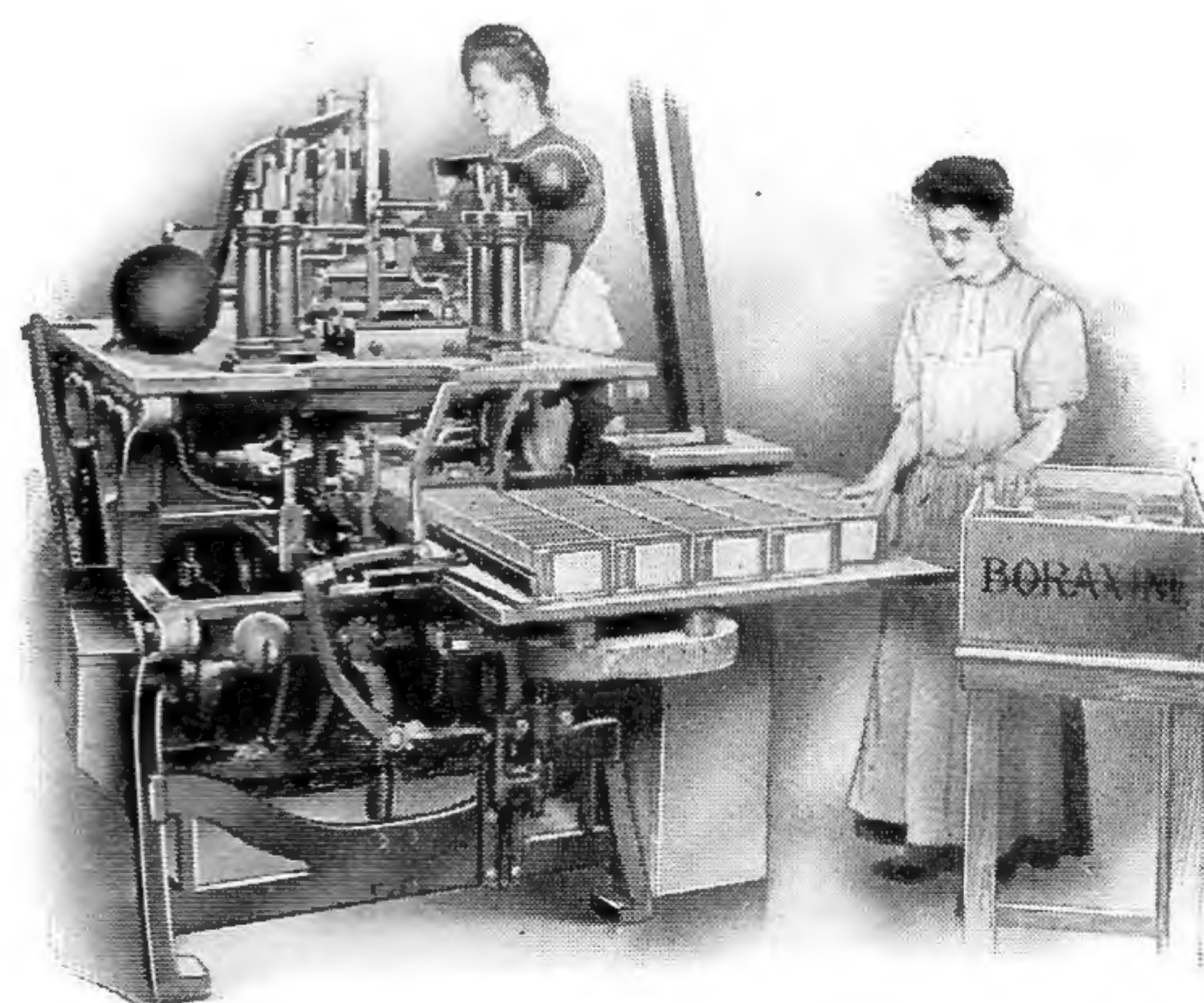
Boraxine goes from the mills to storage bins, from which it is shot through hoppers that connect the bins with the automatic filling- and weighing-machines.

The cartons are placed on a moving belt that carries them through the machine. The machine weighs out precisely a pound of Boraxine, drops it into the package, folds down and seals the top.

The filled and sealed cartons then proceed in the filling-and weighing-machines shown on the next page, to the machines that wrap them. A machine picks up a wrapper, puts it upon a little elevator, then lays a carton of Boraxine on. The two disappear in the intricacies of many moving pieces of machinery. In a moment the package re-appears, fully wrapped, the ends neatly folded and glued.



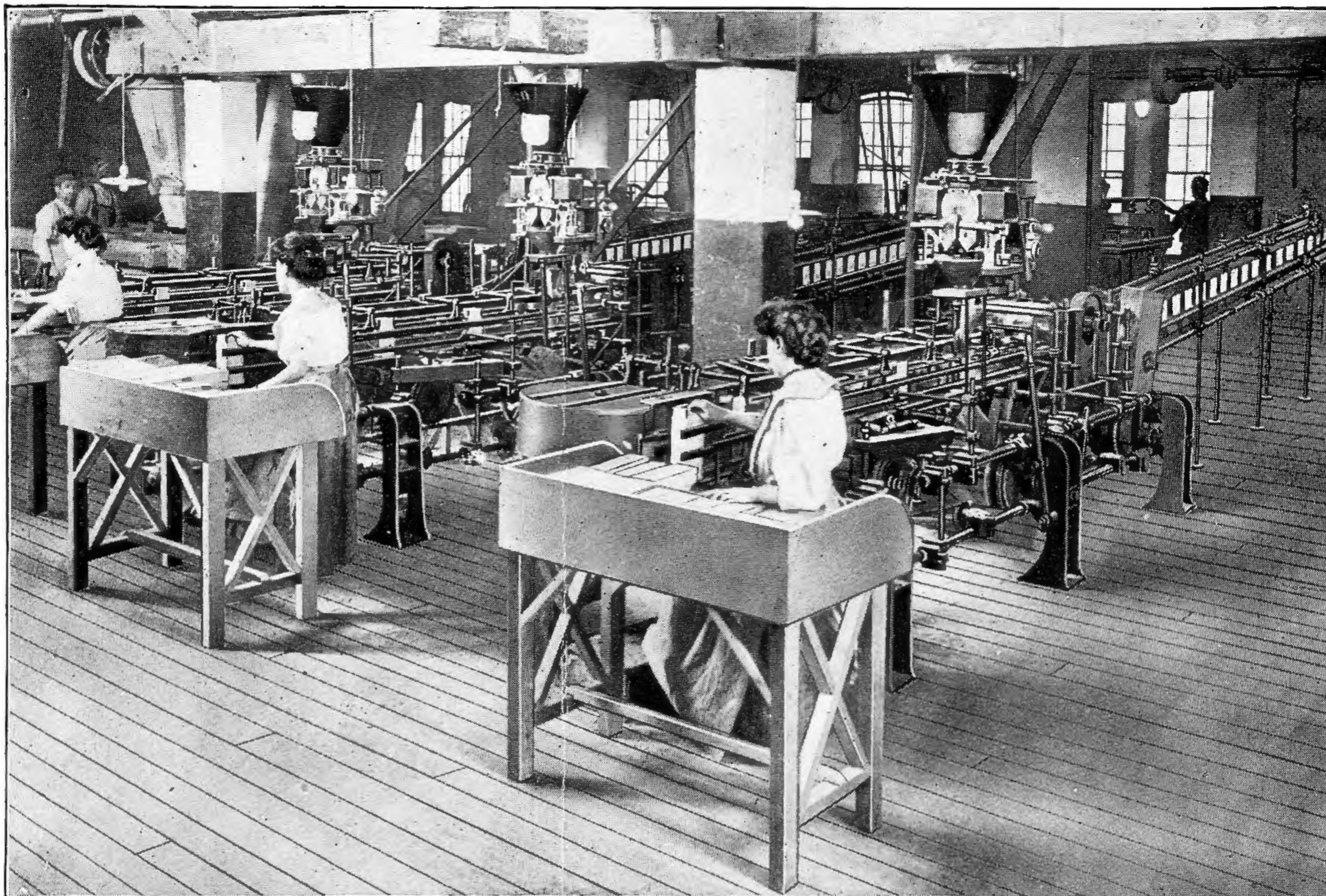
THE BORAXINE MILLS



BORAXINE CARTONS EMERGING FROM WRAPPING-MACHINE READY FOR CUSTOMERS

**BORAXINE
WEIGHING,
FILLING
AND
WRAPPING
MACHINES**

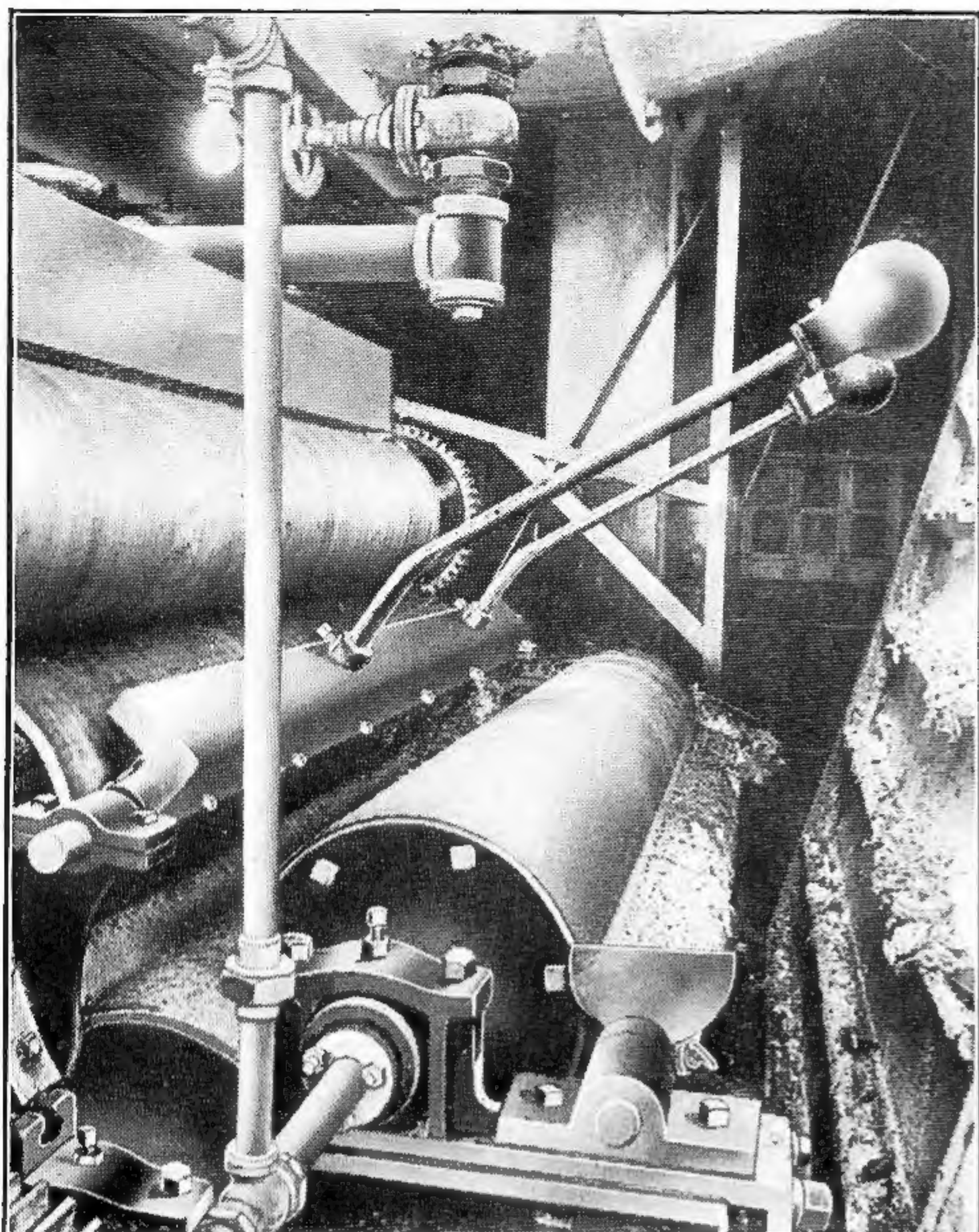
The machine that wraps the cartons is shown on the preceding page.



Each of the machines automatically weighs the Boraxine, fills, closes and seals the cartons, finally delivering the finished packages, wrapped and again sealed, in the familiar Boraxine wrapper, ready for the customer.

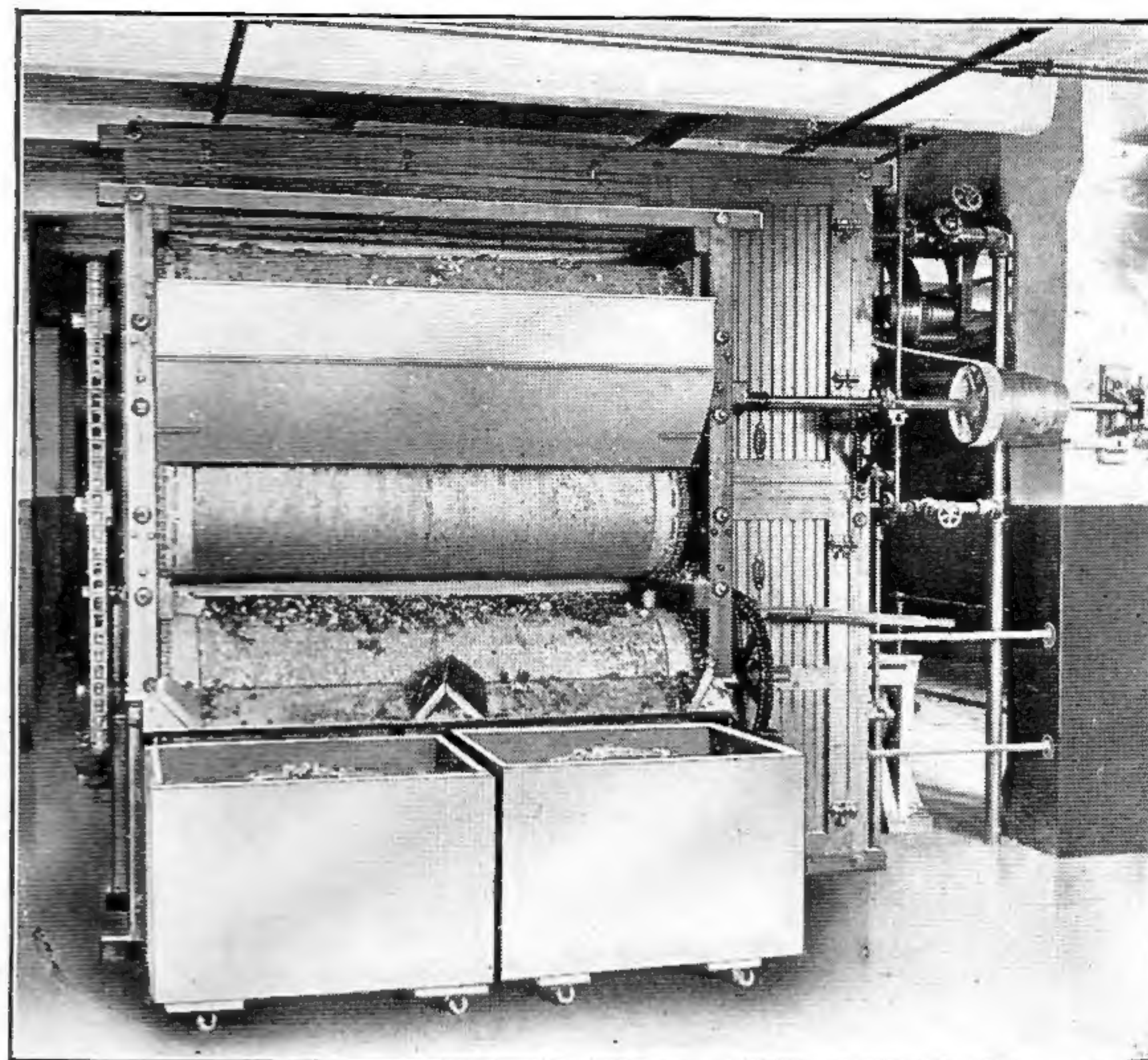
The packages of Boraxine sold during one year, if placed side by side, would entirely cover a 54-acre farm.





TOILET SOAP ENTERING
THE DRYING-MACHINE

Toilet Soap follows a very different course from that taken by Laundry Soap. It goes direct from the kettles to storage vats; the crutching-process is omitted. From the storage vats, the Toilet Soap is pumped directly to Drying-Machines. It enters the machines in paste-like form. It emerges in chips, hot and dry, ready for the milling-process.

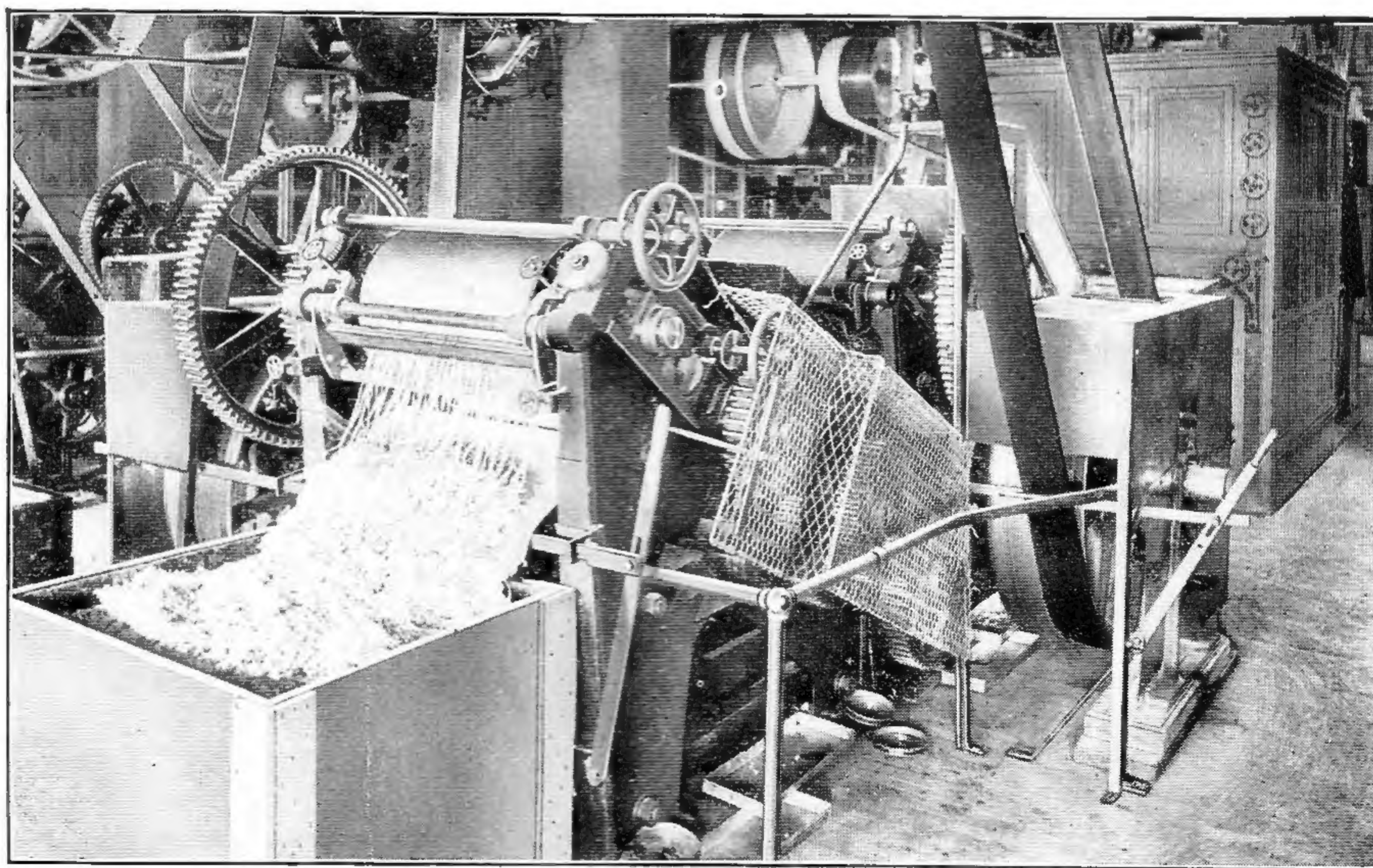


THE SOAP EMERGES CHIPPED
AND DRY, READY FOR MILLING

The Drying-Machines do in half an hour the work that requires two or three months under less modern methods, and do it better.

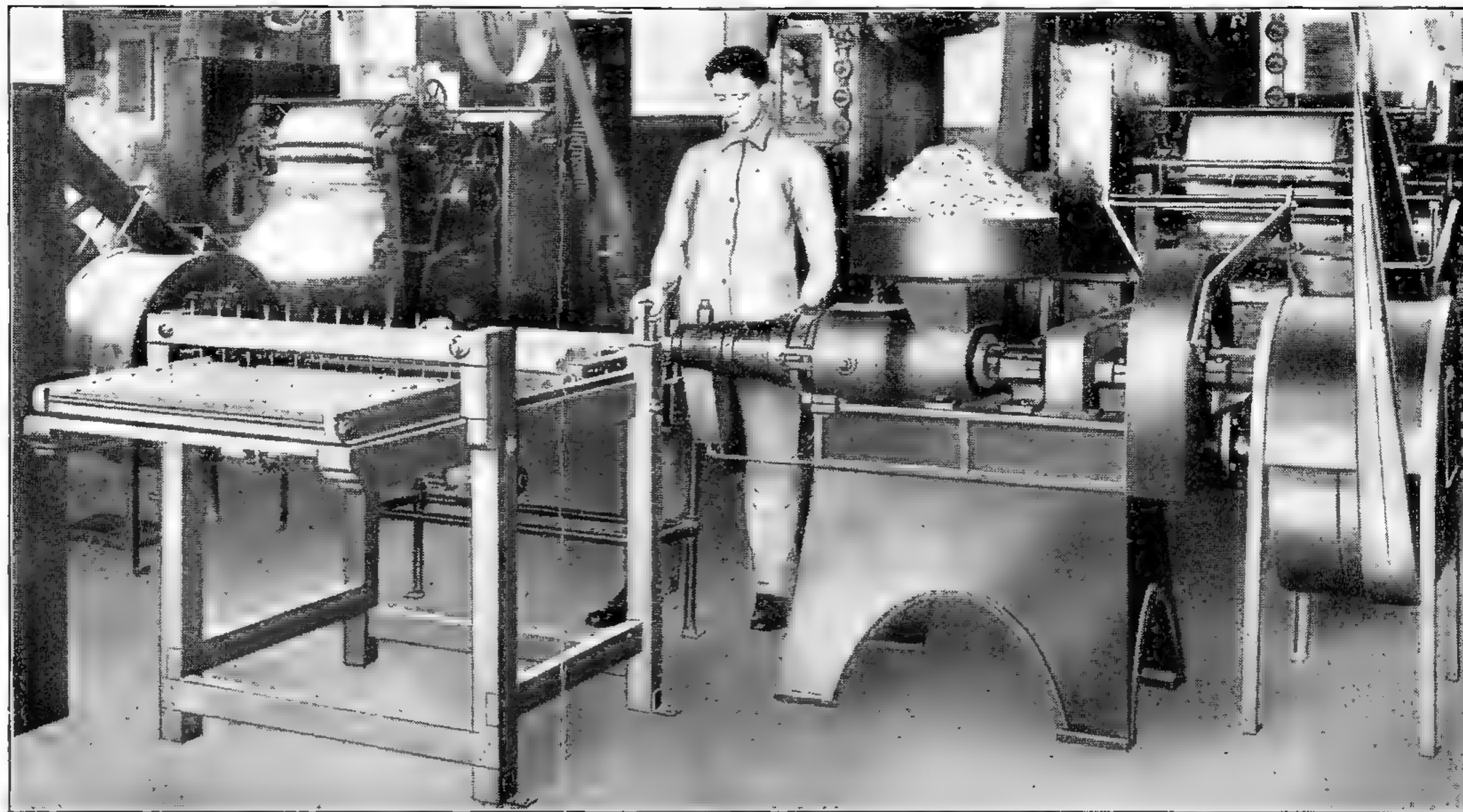
The soap flows from a tank into a trough and then passes between rollers that press it to a paper-like thinness. A tooth-edged plate scrapes it off the last roller in shreds, in which form it enters the drying-chamber through which it travels on moving trays.

From the Drying-Machines the chips of soap pass to the Milling-Machines. A Milling-Machine consists of a series of huge granite rollers, between which the soap passes. This insures a homogeneous, smooth texture and uniformly incorporates the perfume.

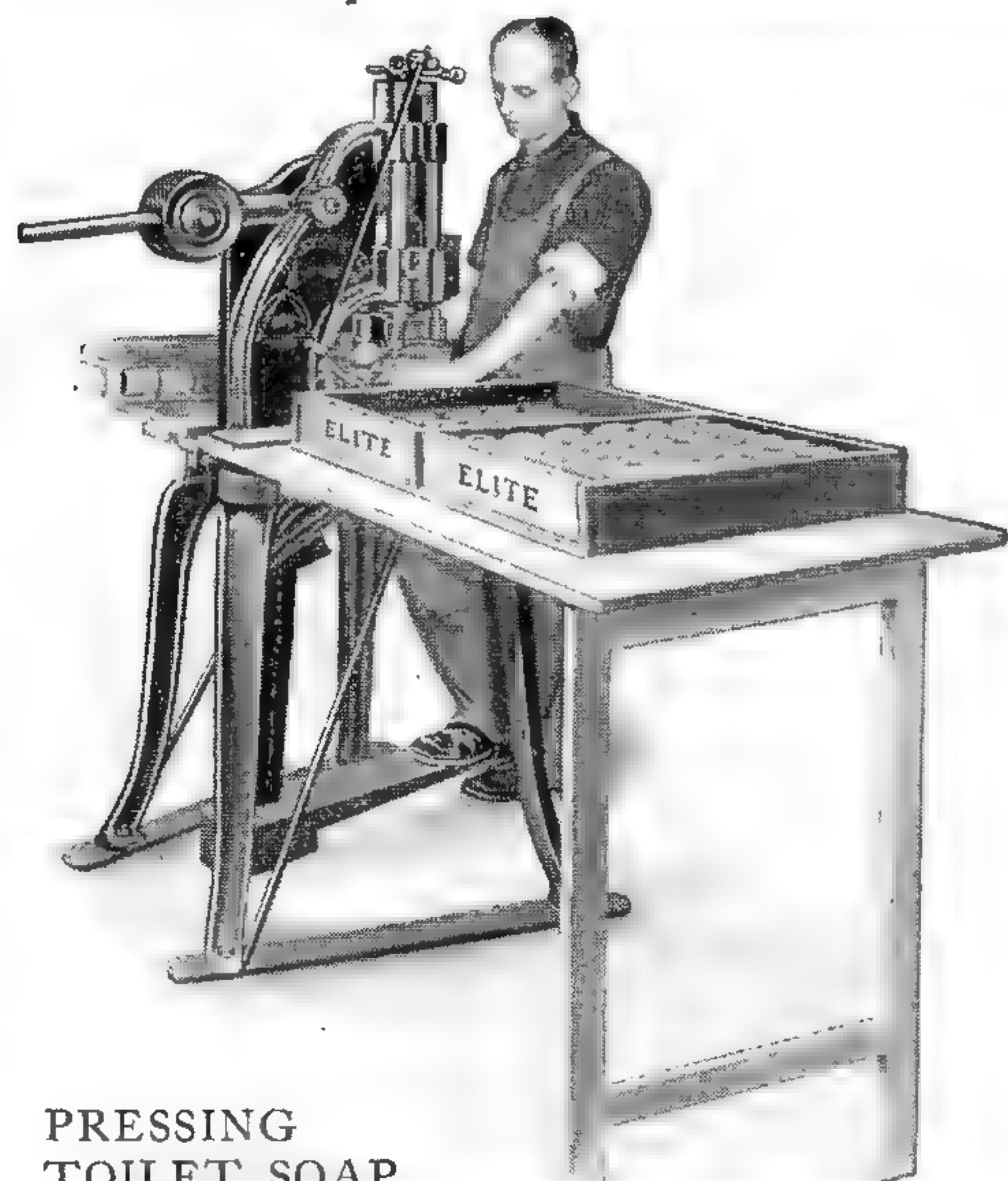


MILLING TOILET SOAP—THE SOAP EMERGES IN THE
FORM OF LONG RIBBONS. DELICATELY PERFUMED

From the Milling-Machines the ribbons of soap go to Plodding-Machines. The soap passes between parallel revolving screws that force it out through a nozzle in a continuous, semi-solid bar. This is cut into sections which are placed on a sliding table that moves forward, bringing them into contact with vertically stretched rows of piano-wire. The wire cuts the bars into tablets to be pressed into cakes of Toilet Soap.



A PLODDING-MACHINE AND CUTTING-TABLE



PRESSING
TOILET SOAP

The Toilet Soap presses are operated by foot-power. An operator presses ten thousand cakes a day. Toilet Soap requires more delicate handling than Laundry Soap, so the work cannot be done as rapidly. As the cakes are given shape and name, they are placed in wooden trays. Each brand of soap has its own perfume, so the same brand always goes into the same trays. This obviates any possibility of the perfume of one brand mixing with that of another.



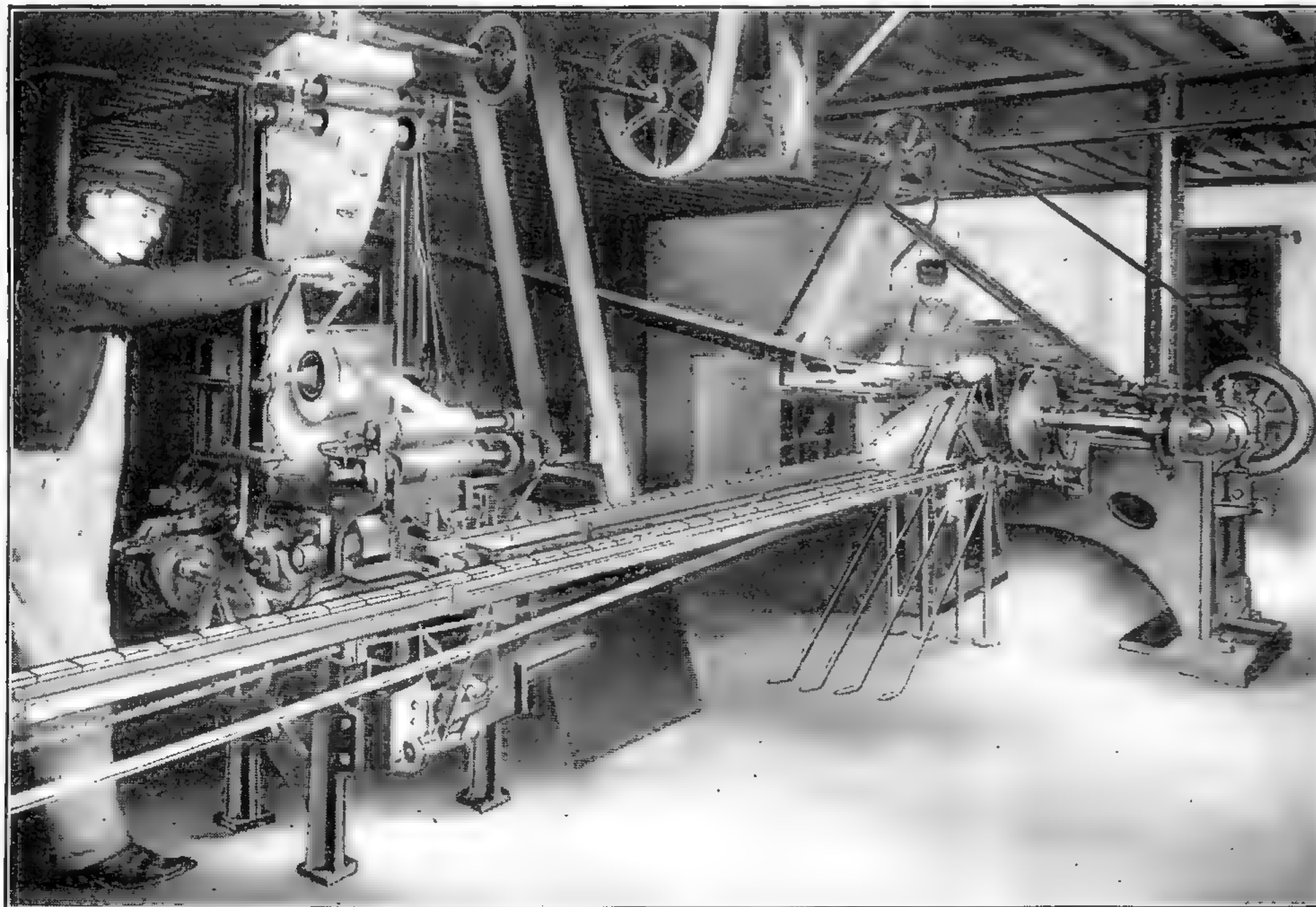
THE BAR AS IT COMES FROM
THE PLODDER

CUT INTO SECTIONS FOR
PRESSING

PRESSED AND STAMPED—THE
FINISHED CAKES

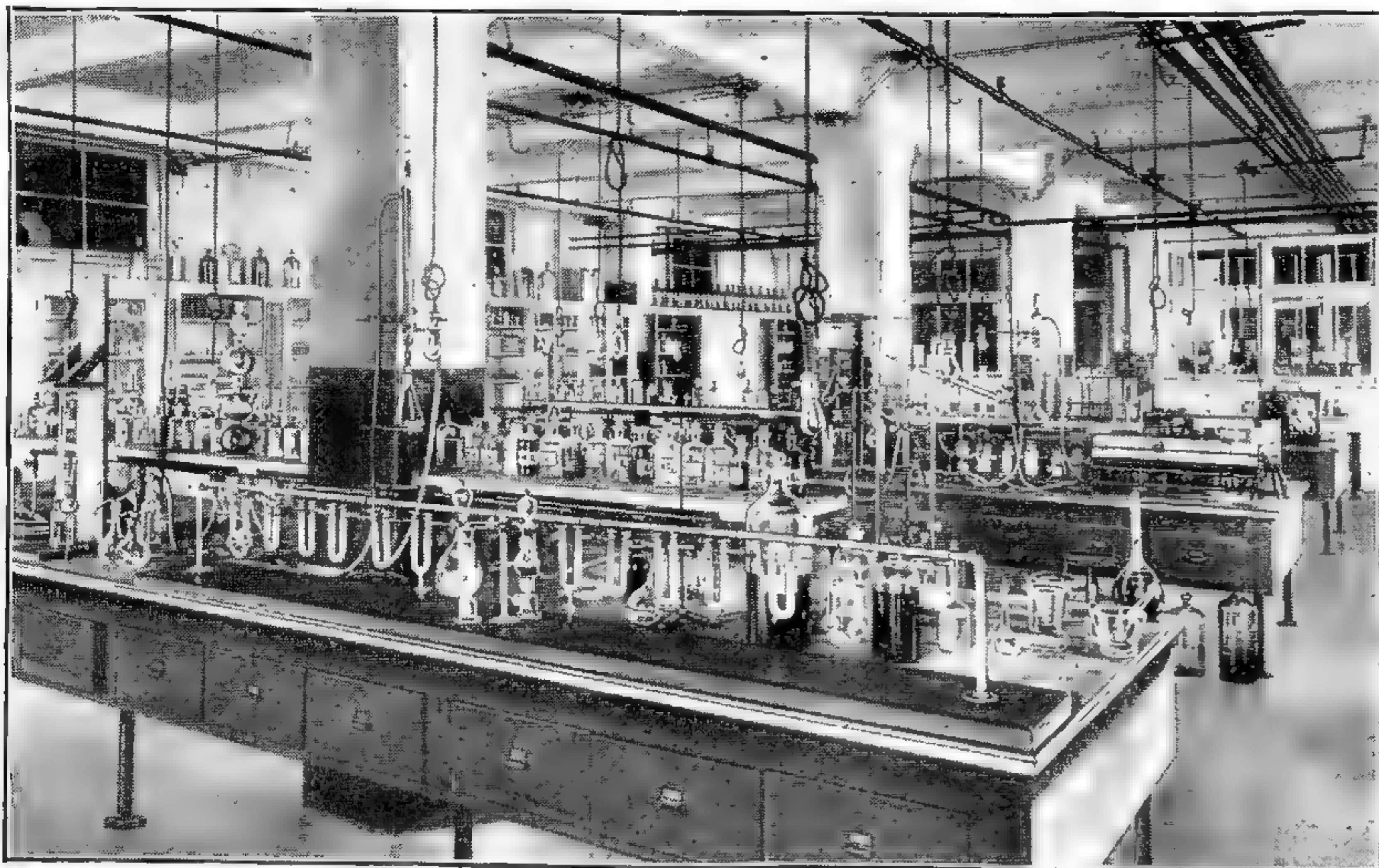
WRAPPING TOILET SOAP

After the cakes have become sufficiently seasoned, they are passed to the Wrapping-Department, where a hundred girls are kept busy. When the soap leaves this department, it is wrapped and packaged, ready to be sent to Larkin customers.



WRAPPING SOAP BY MACHINERY

Maid o' the Mist Bath Soap, and White Woolen Soap are wrapped by machinery. The bars are given finished shape and stamped with the name of the brand on presses similar in type to those used for Sweet Home Family Soap, but the bars are not packed, unwrapped, in cartons. They pass from the press to a moving belt that feeds them into a wrapping-machine. The machine places a plain, and a printed, wrapper around each bar, packs them into a wooden box and throws the packed box on a moving chain-belt that carries it to a table from which it goes to trucks that convey it to the department where the Customers' orders are packed. Each wrapping-machine can wrap and pack over 50,000 bars of soap per our nine-hour day.



THE GENERAL RESEARCH LABORATORY

WHERE SKILL AND SCIENCE
PRODUCE LARKIN QUALITY

THE PERFUME LABORATORY



There are five separate chemical laboratories in the Larkin Factories. Each carries on a distinct line of investigation and work and each is appointed accordingly. There is, however, a similarity of equipment. The two shown here give a good idea of all. A corps of skilled chemists is kept busy testing ingredients for purity, improving formulas and experimenting, always with the end in view of improving the quality and reducing the cost of the Larkin Products. In the Perfume Laboratory, the Larkin Perfumes and Toilet Preparations are developed. In the Pharmaceutical Laboratory the Larkin Pharmacal Preparations are formulated. In the General Research Laboratory the Larkin Food Products are scientifically tested for absolute purity; textiles are dissected and analysed, and jewelry, etc., is assayed. Even samples of the coal consumed in the Power House are analysed here. In the Glycerine Laboratory, the various steps in the process of producing Chemically Pure Glycerine are closely watched. In the Fats and Oil Laboratory, the prime tallow and oils that enter into the making of Larkin Soaps are carefully tested before being used. Constant striving towards improvement has made the Larkin Products the standard of excellence and will maintain them as such.



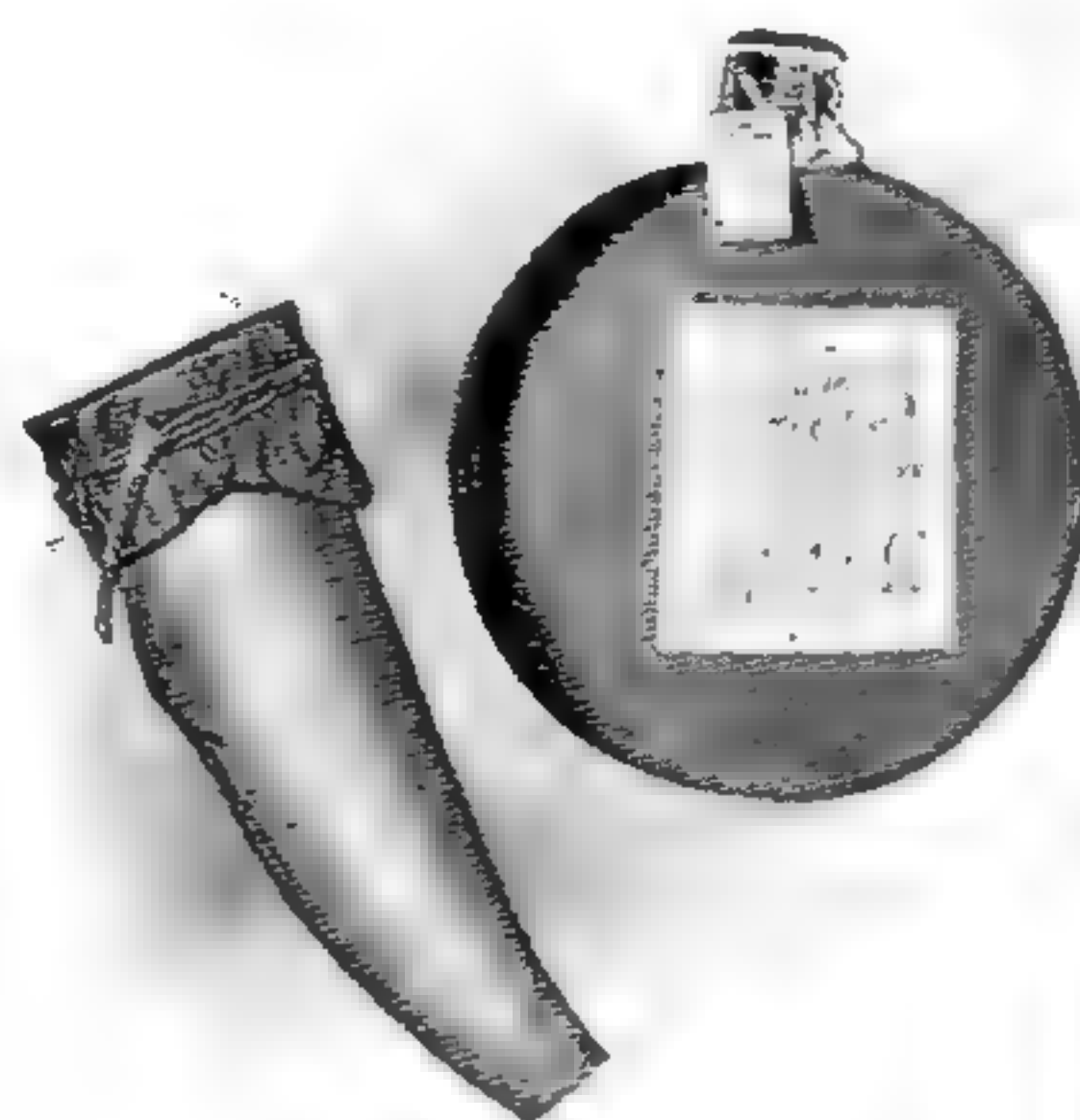
A BALANCE ROOM

EACH OF THE LABORATORIES IS EQUIPPED WITH
BALANCES, SO DELICATELY CONSTRUCTED THAT
THEY ARE SENSITIVE TO $\frac{1}{5071848}$ OF A POUND



THE COMPOUNDING-ROOM

WHERE THE LARKIN PERFUMES AND TOILET PREPARATIONS ARE COMPOUNDED. THE CAPACITY OF THE SCALES SHOWN RANGES FROM TEN GRAINS TO FORTY POUNDS



CIVET IS BROUGHT FROM ARABIA IN HORNS

WASHING- AND REFRIGERATING-MACHINES

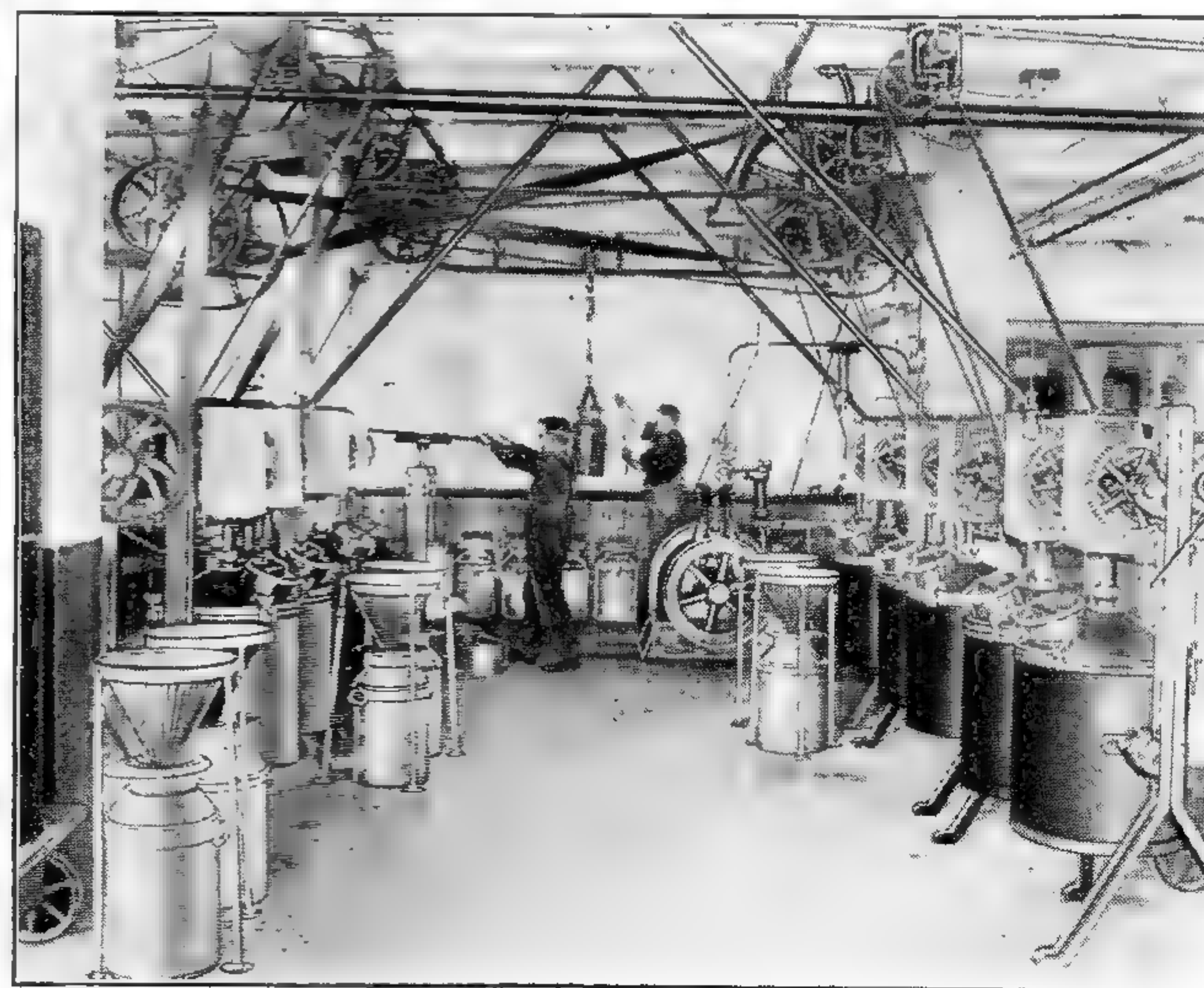
Some of the floral odors are preserved in fat or wax until wanted for compounding in perfume. They are washed from the fat in the Washing-Machines, a row of which is shown to the right in the picture. The machines are then emptied into cans that are carried by an overhead trolley to the Refrigerating-Machines. The cold solidifies the fat and the perfume-spirit is separated from it by filtration. It is then ready to use in compounding perfumes.

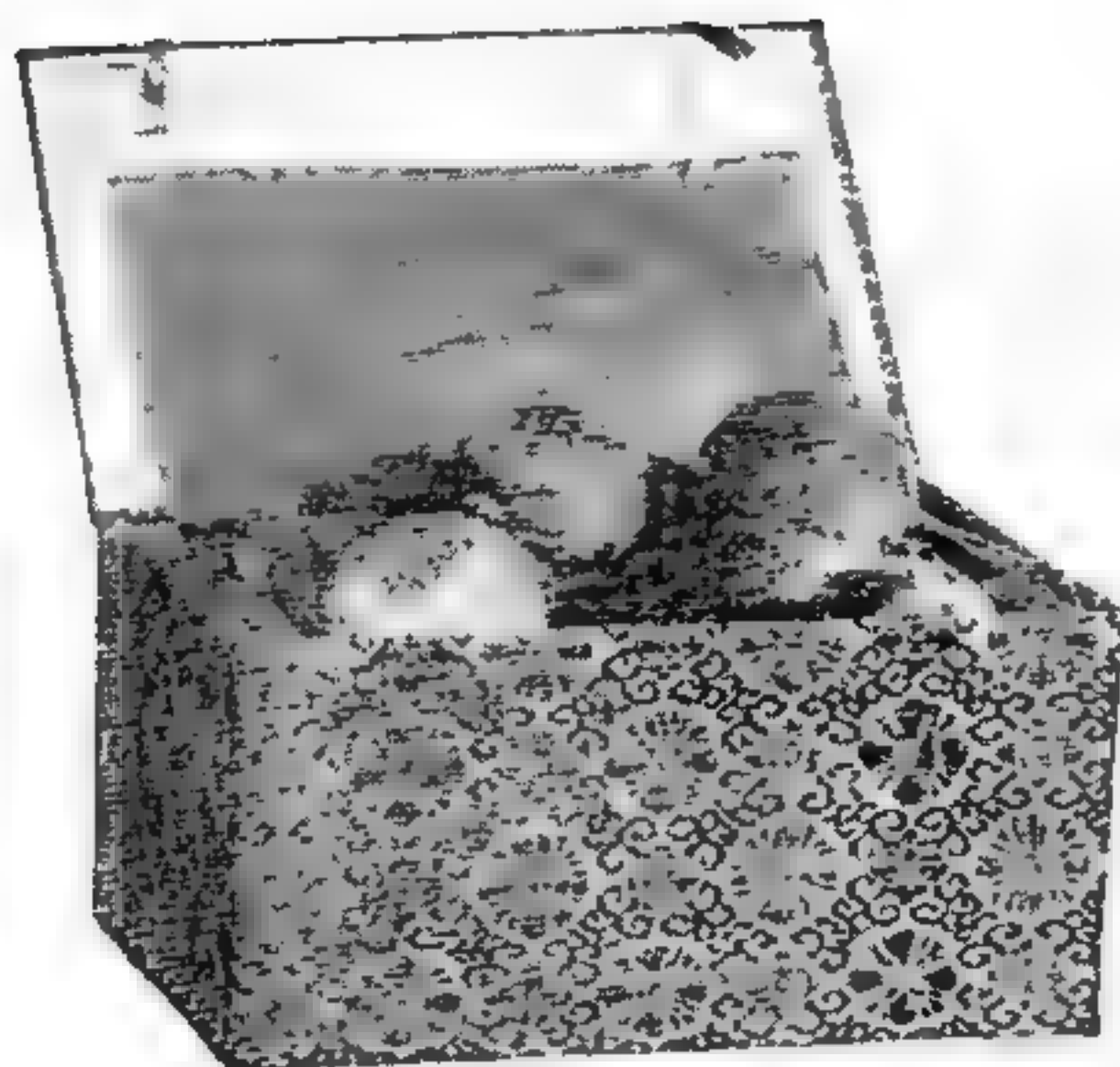
Every quarter of the civilized globe is represented in a bottle of Larkin Perfume. From France come the essential oils and pomades, in a single pound of which the odor from 3,000 pounds of flowers is concentrated. China sends musk that is taken from the Chinese musk deer; Arabia contributes civet; Algeria, rose geranium; Bulgaria, attar of roses. All the materials used are the choicest the world produces. Their scientific combination results in fine quadruple Extracts and refreshing Toilet Waters.

So precious are the ingredients used that they are kept in an especially constructed fire-proof vault. Although it is but 34 feet long by 14 wide and 12 high, its contents represent over a quarter of a million of dollars.

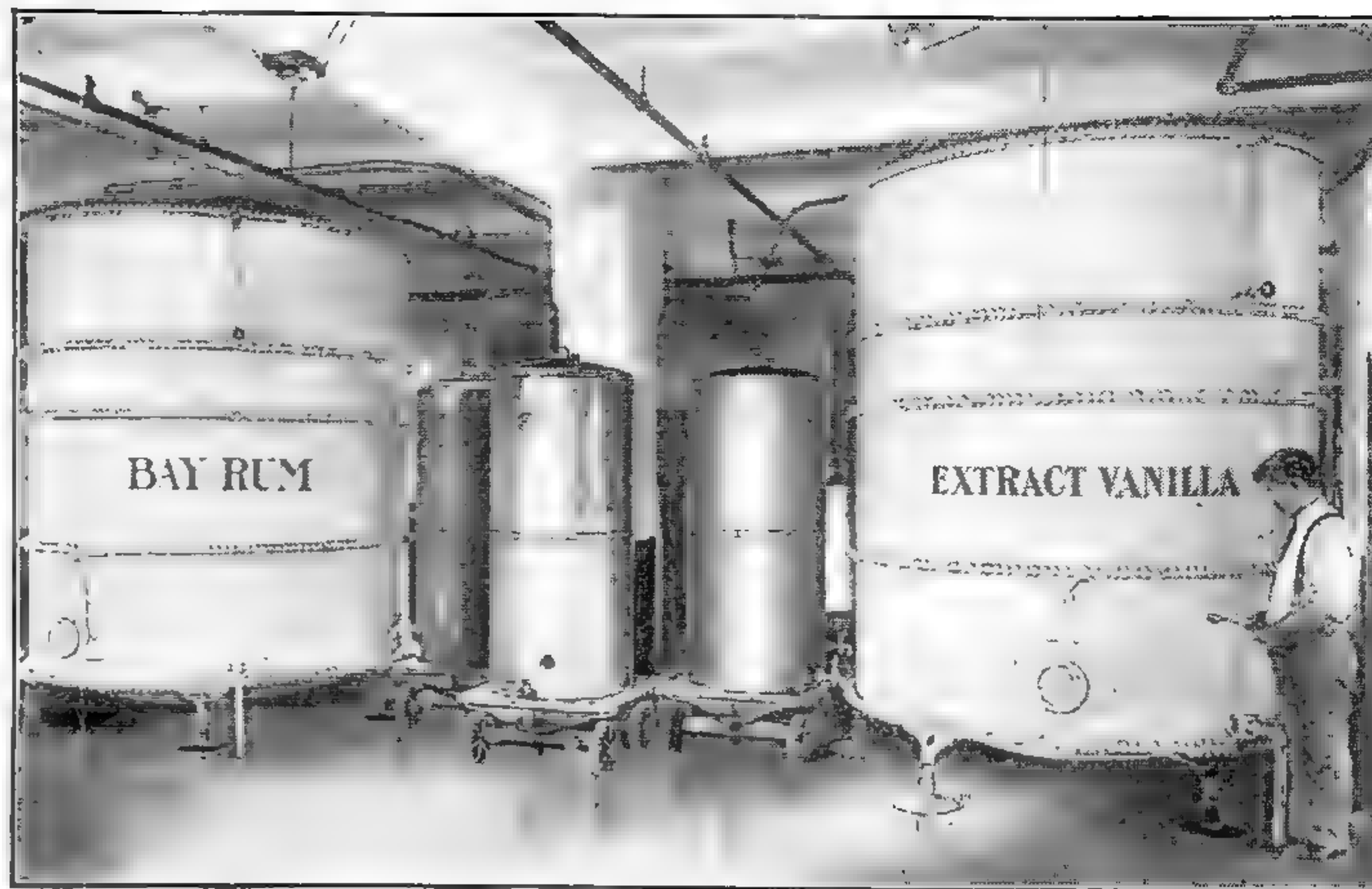
The felt-covered flasks in which attar of roses is imported from Bulgaria are sealed with the official seal of the Bulgarian Government, and contain from 50 to 150 ounces. The value of a single ounce of the attar of roses of the quality imported by the Larkin Co. is about \$7.00.

ATTAR OF ROSES COMES IN FELT-COVERED COPPER FLASKS



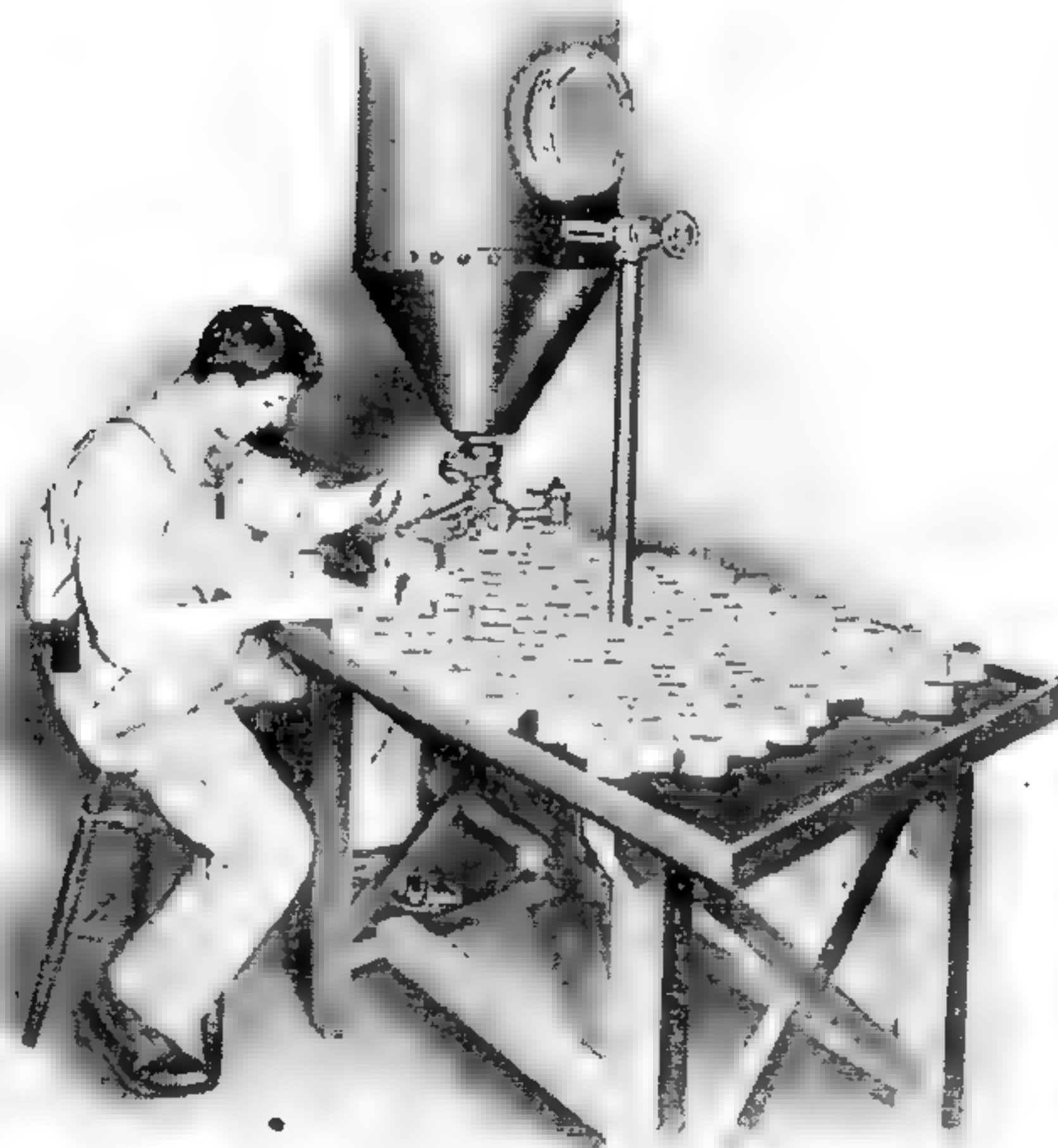


THE MUSK PODS
ARE IMPORTED FROM
CHINA IN CATTIES
COVERED WITH RAW
SILK AND LINED
WITH TEA LEAD
TO PRESERVE THE
NATURAL MOISTURE
OF THE PODS



STORAGE TANKS

Two of the great tanks in which the Perfumes, Toilet Waters, Flavoring Extracts, and other liquid products are stored before they are run to the filling-machines. The tanks are of steel, glass-lined. Each has 3,000 gallons capacity.



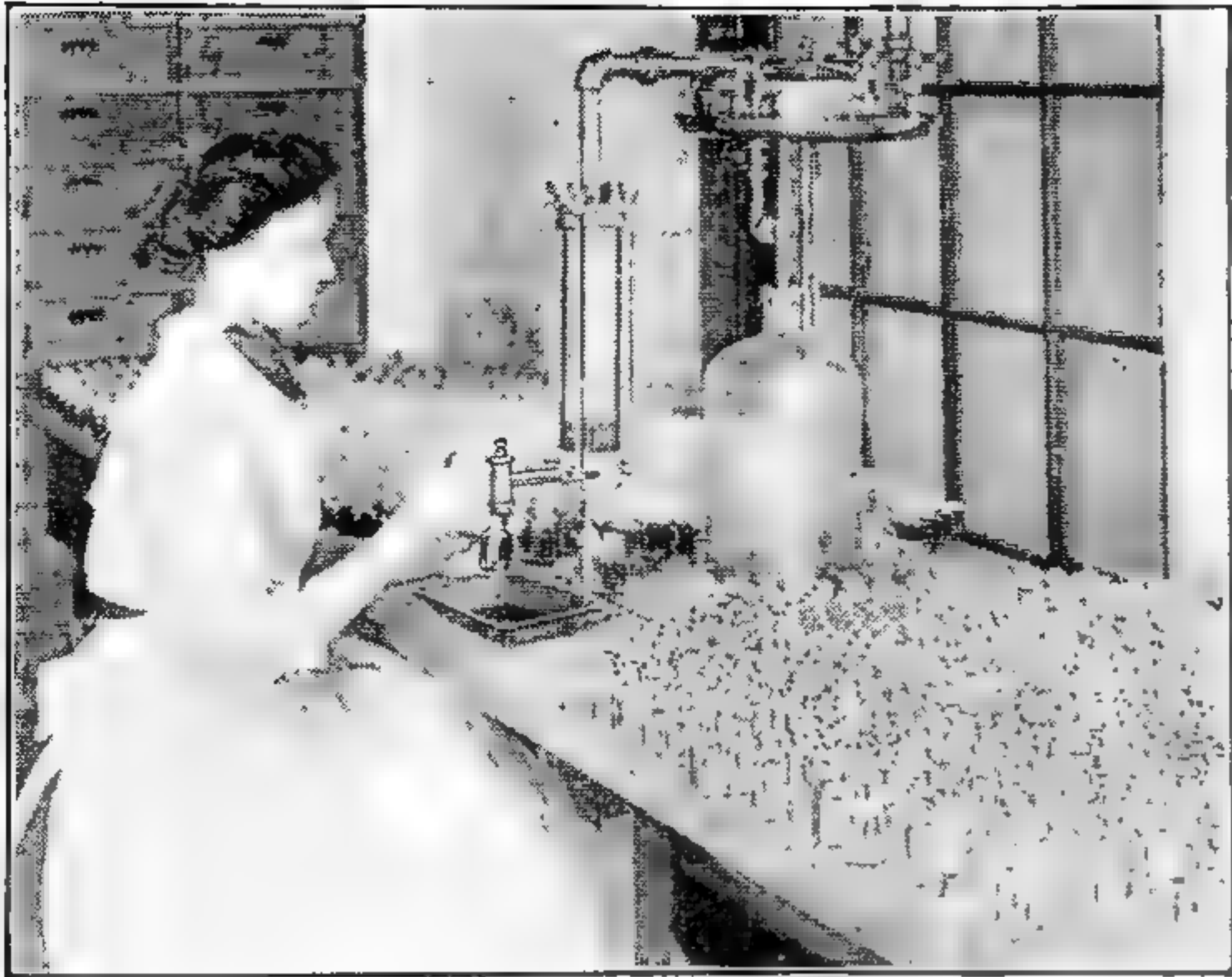
FILLING
COLD
CREAM
JARS

The cream is run into
the jars in semi-fluid
form and soon solidifies.

MIXING-
AND
STORAGE-
TANKS,
STILLS
AND
KETTLES

A corner of the
department where Toilet
Preparations are made.





FILLING PERFUME BOTTLES

Capping perfume bottles with Beaudruche skin. The Larkin Co. are the largest users of one-ounce perfume bottles in the world.



THE FILLING-MACHINES



Each fills from fifteen to twenty thousand bottles a day. Pipes connect the machines with the storage tanks on the floor above, and the materials pass to them by gravity. A row of a dozen nozzles drop into the necks of as many bottles, all of which are filled at one operation. Practically all of the liquid products are bottled on these machines.

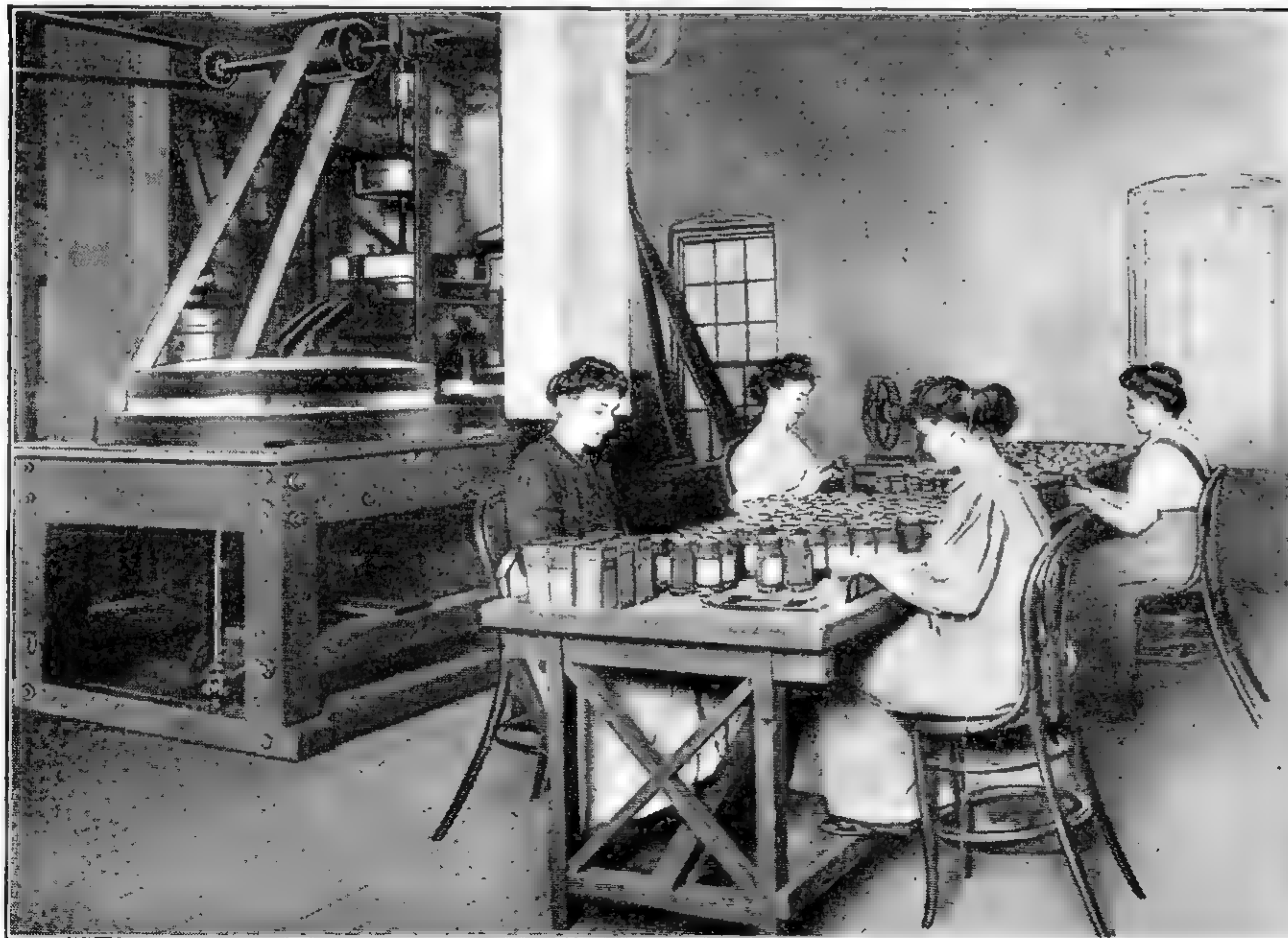
TOILET-PREPARATION DEPARTMENT

A hundred and fifty girls are kept busy capping, labeling and cartoning the bottles of Perfume, Toilet and Pharmacal Preparations.

INSPECTING PEANUTS

The fact that the peanut contained over 90% of nutritious properties led certain people to figure how it might be used in a more attractive and helpful way than formerly. The result was peanut butter. The peanuts are shipped raw to the Larkin Co., and emptied directly into the big picker where all foreign matter is taken out. To make doubly sure, the peanuts come out of the machine on a revolving belt and are carefully and quickly inspected by girls, as shown in the illustration.

Properly picked, roasted, cleaned, blanched, cleaned again, the little nuts are fed into the grinder, where the oil of the nut is released and the peanut made more palatable and digestible, as peanut butter.



LABELING PREPARED MUSTARD BOTTLES

One of the most popular of our newer Food Specialties is Larkin Prepared Mustard in the preparation of which only the highest grade mustard seed, spices and vinegar are used.

From the time the mustard seeds enter the press in which the oil is extracted, until the finished product is bottled and the bottles sealed with air-tight caps, the various operations are performed entirely by machinery.

Larkin Teas

They are drawn from the principal tea-centers of the world and are carefully selected from high-grade importations that are tested and inspected by our own tea-expert. This expert's inspection stands between Larkin customers and the possibilities of disappointment and fraud in the purchase of teas. It is a guarantee of quality that few dealers can offer their customers. The superior cup quality of all the Larkin Teas commends them to the most discriminating tea-users.

Larkin Teas and Larkin Coffee are packed in a thoroughly modern manner. They are not handled, but drop through tubes to automatic weighing-machines that weigh out and pour into the cans the exact quantity each should hold. When they have been filled, the cans pass to the machine that forces the friction tops into place.

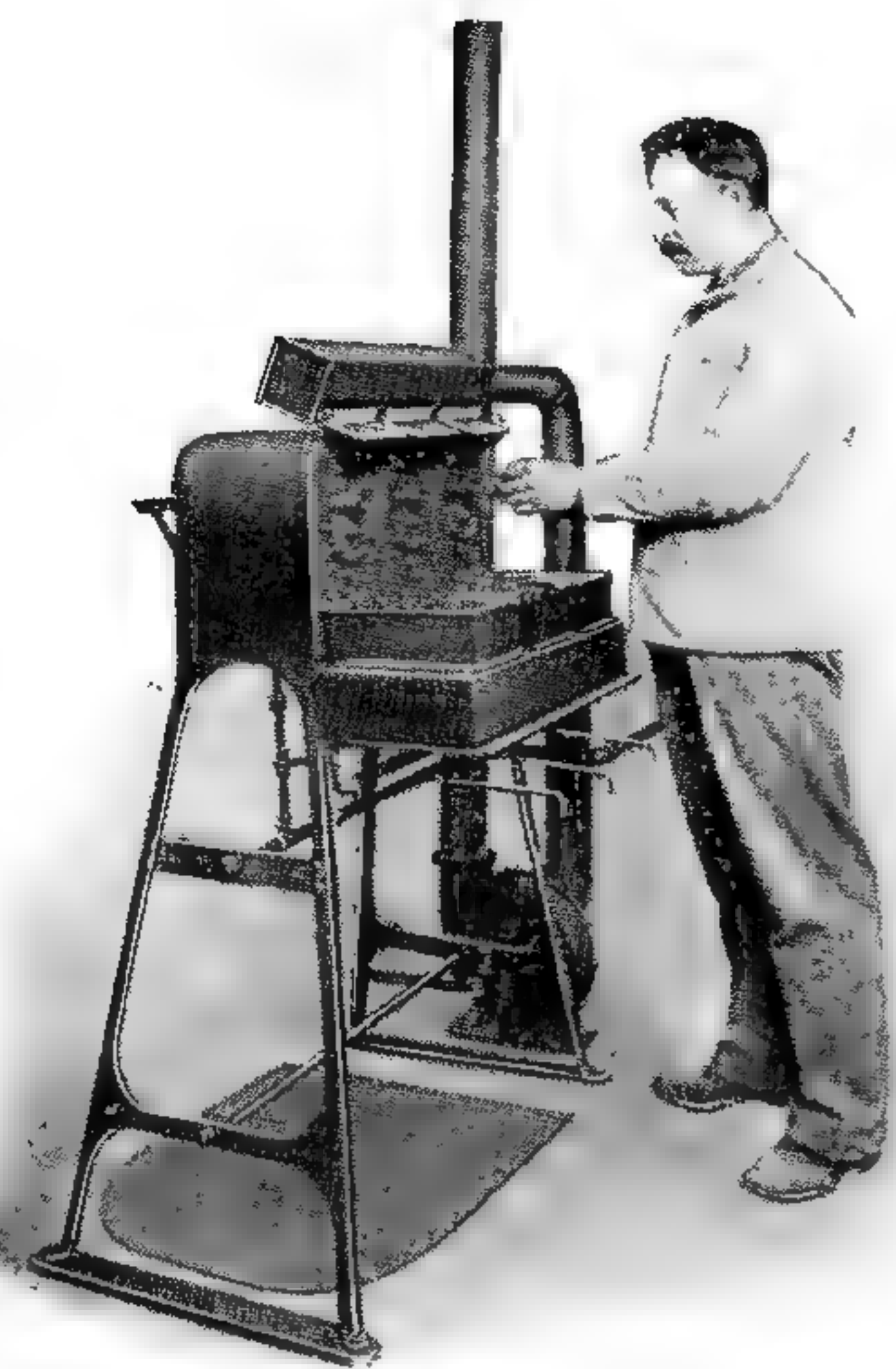


THE LARKIN TEAS ARE IMPORTED FROM JAPAN AND CHINA IN AIR-TIGHT CHESTS



From the time Larkin Coffee leaves the plantations until it reaches Larkin customers, the beans are not handled. The coffee is received in gunny-bags that are emptied into a great bin from which it travels, automatically, to the roasters.

The Coffee department affords storage capacity for 1,560,000 pounds (fifty-two carloads) of Green Coffee at a time.



TESTING SAMPLES OF COFFEE

This small Coffee-roaster is used in roasting samples in the testing processes necessary to produce and maintain the superior special blend of Larkin Coffee. To this rigid and constant inspection is due the uniform high quality of Larkin Coffee.

In each roaster, a cylinder revolving over a hard-coal fire keeps the beans in constant motion, effecting an even roast. The roasted beans are dropped from the cylinder into a cooling-car with perforations, which is connected with a powerful blast-fan to instantly cool the Coffee.

The beans are then automatically dumped into a large hopper to be elevated by air-suction and then by gravity to pass to the filling-and-weighing-machines.

COFFEE- ROASTERS

From time to time the beans are tested so the roasting may be stopped at just the right moment.



THE HOME OF THE
LARKIN IDEA



RAILROAD TERMINAL WAREHOUSE.

THE ONLY GREAT
MANUFACTORIES
IN THE WORLD
DEVOTED TO CO-
OPERATION WITH
CONSUMERS □

THE LARKIN
ESTABLISHED
BUFFALO
Over Sixty Acres

FROM LITTLE BEGINNINGS
TO PRESENT IMMENSITY



GENERAL FACTORIES.

ADMINISTRATION BUILDING.

POWER BUILDING.

FACTORIES

, 1875

, N. Y.

es of Floors

THE ENTIRE PROD-
UCT GOES DIRECT
FROM FACTORY
TO FAMILY, WITH-
OUT TRIBUTE TO
MIDDLEMEN □



ONE OF THE TEA AND COFFEE FILLING-MACHINES

From the Mixing-Machines the Baking Powder is fed to a Filling-Machine that fills twenty-five one-half pound cans a minute. The cans are fed into the machine automatically. Each slips in under a tube, a series of which travel around on a circular base, and as a can comes to the proper point, the apparatus weighs, and drops into it a half pound of Baking Powder. The tubes and cans travel around to a belt where the cans leave the tubes and pass on to be covered and labeled.

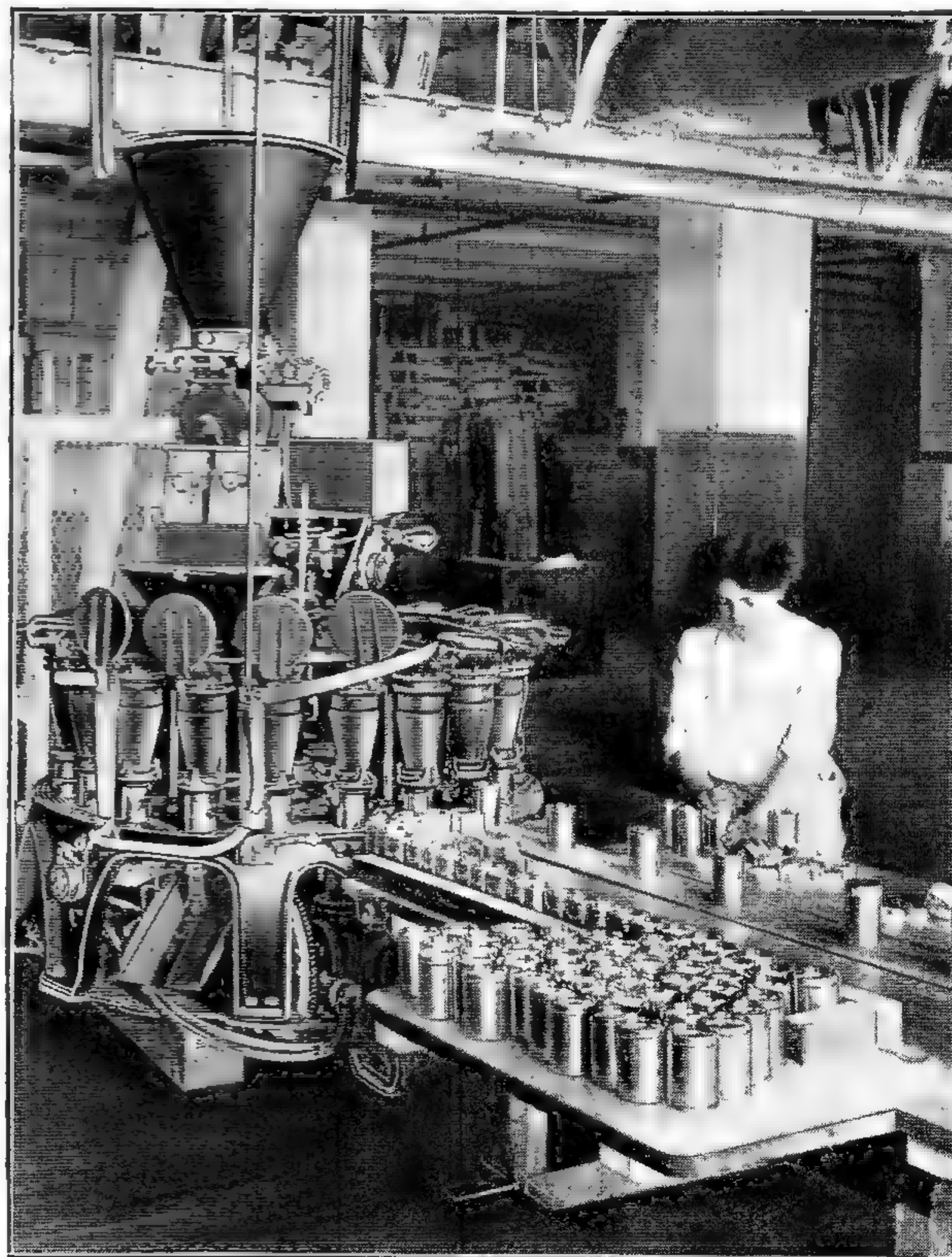
LARKIN BAKING POWDERS

The Larkin Baking Powder Department manufactures a Phosphate and a Cream of Tartar Baking Powder.

The Larkin Phosphate Baking Powder is compounded of Phosphate of Calcium, Bicarbonate of Soda and Starch.

The Larkin Cream of Tartar Baking Powder is compounded of Cream of Tartar, Tartaric Acid (Grape Acid) Bicarbonate of Soda and Starch.

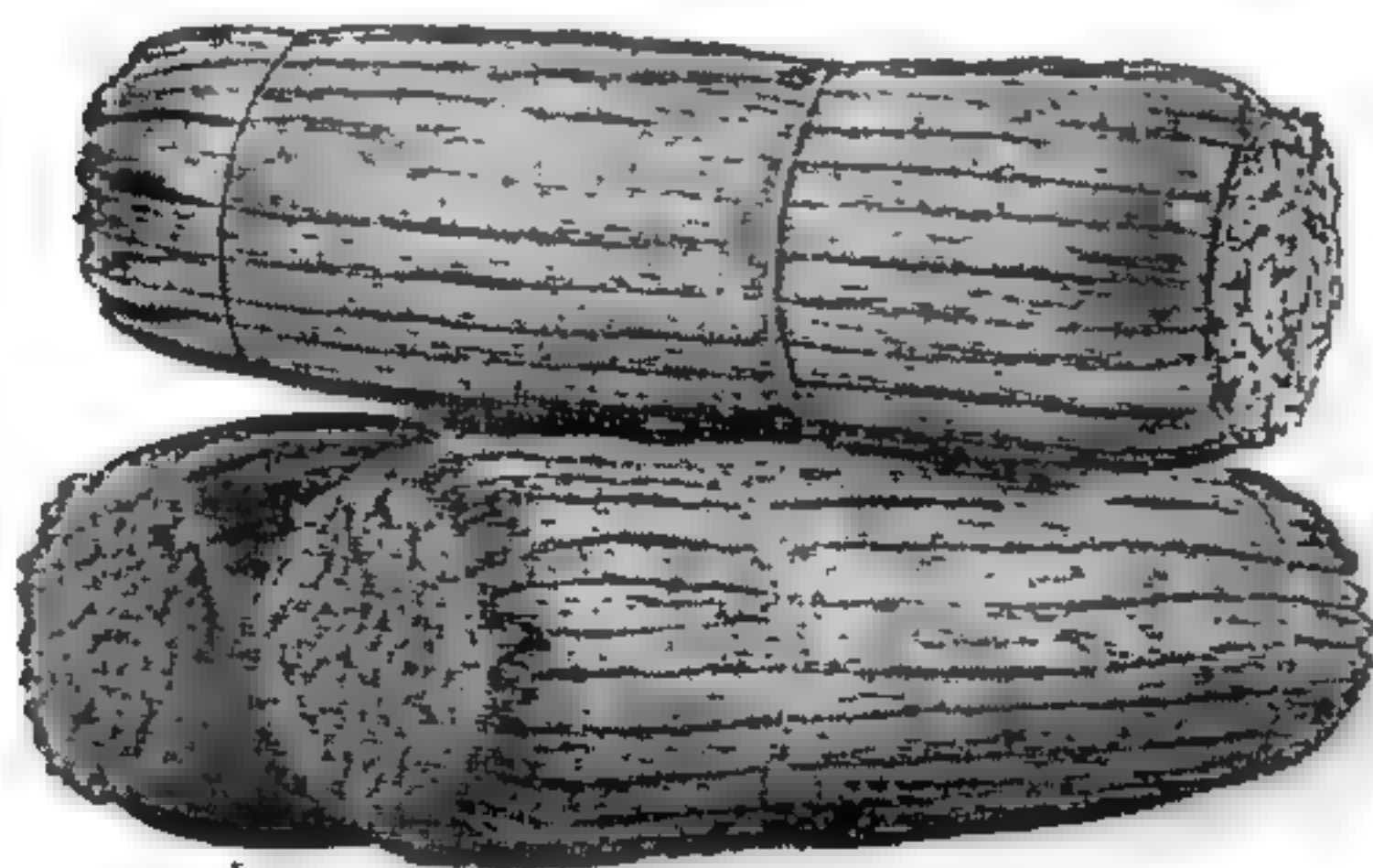
The ingredients named are the only ones used. Their purity and the care with which they are compounded, insure Baking Powders of the finest quality.



A BAKING POWDER FILLING-MACHINE



Vanilla beans are imported from Mexico and from the Island of Bourbon, a French possession in the Indian Ocean.



BUNDLES OF
VANILLA BEANS

chopped beans are moved from the macerators to percolators. The extracting-mixture percolates slowly through the mass, carrying all the vanilla with it. The extract is then placed in the storage tanks, two of which are shown on a preceding page. After aging and seasoning, it is ready for bottling.

Only the highest grade of vanilla beans are used in making Larkin Vanilla Flavoring Extract. They are first chopped and ground. The mass then goes to the macerators, in which it is mixed with liquid that takes up the vanilla from the beans.

Most of the vanilla is extracted from the beans in the macerators, but there is always some remaining. To extract every bit, the

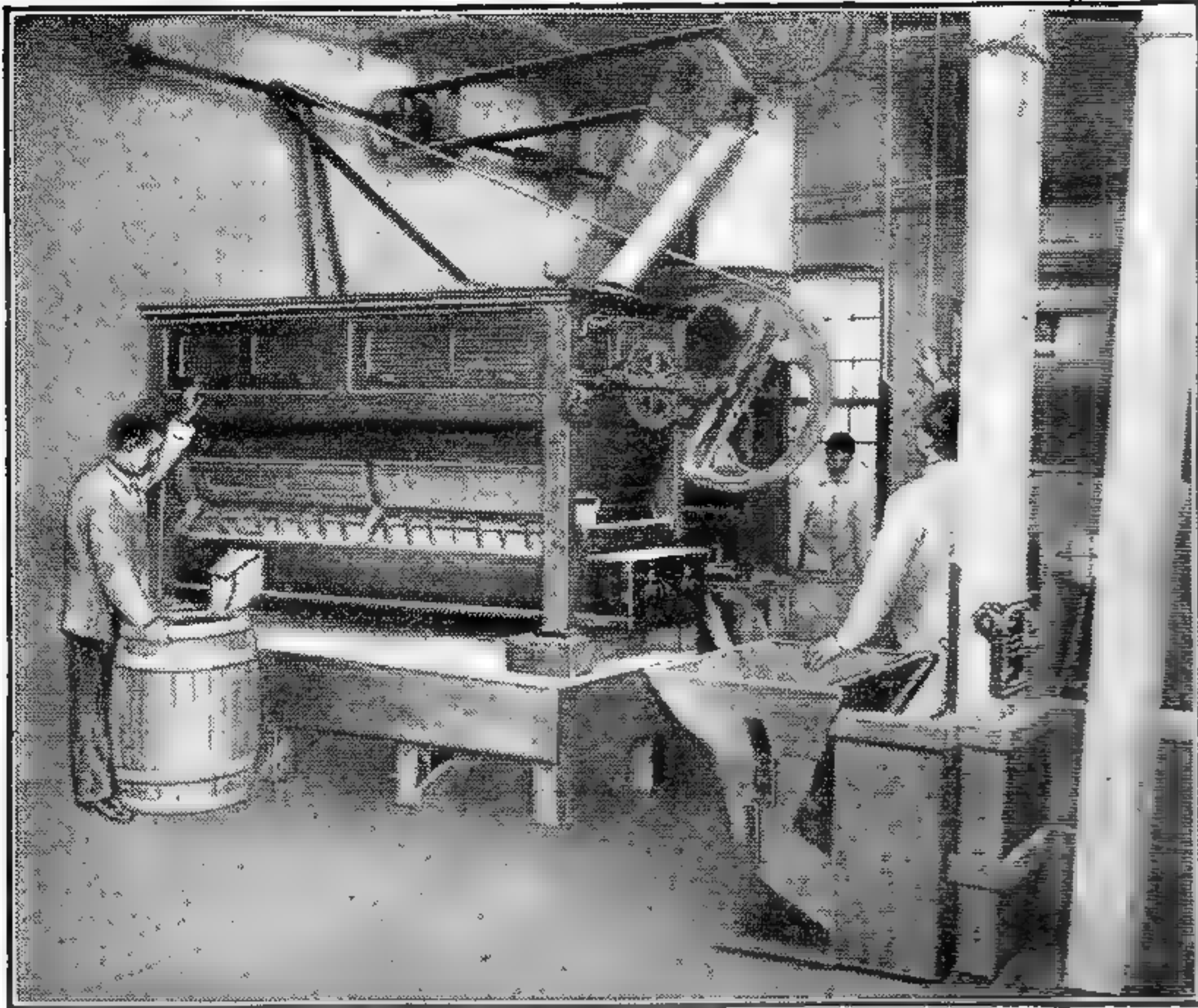
A TAPIOCA FILLING-MACHINE

An expert operator fills five tons of Tapioca into packages in a day's work. The machines weigh the exact quantity and drop it into the package. The operator does not touch the Tapioca.

The cans of Baking Powder are carried on a traveling belt that runs between the labelers. Larkin Saleratus or Soda cans are handled in the same quick way. Having been labeled, the cans are all ready for Larkin homes.



PERCOLATORS



GRINDING LARKIN SPICES

No food-stuffs suffer more from fraud and deception than spices. This is because it is almost impossible for retailer or consumer to detect, with certainty, adulterations and substitutions in ground spices.

There is only one safe and sure way. Spices bought whole by direct importation, carefully inspected by an expert and ground under his personal direction are bound to be pure because adulterations can easily be detected by an expert before the spices are ground.

The Larkin Spices are purchased whole by the Larkin Co's. expert and are ground in our own mills in the Larkin Factories. This insures the absolute purity of every package of spice bearing the Larkin label.

FILLING
SPICE
PACKAGES

The tables at which the Larkin Spices, of which there are nine different kinds, are made ready for shipment are equipped with a hood above the table. The hood is connected by means of a great pipe, with an electric dust-collector. It draws away all dust from the vicinity of the packages and keeps the air clear, thus insuring the comfort of the young women employed at this work.





OVER TEN ACRES
OF FLOOR SPACE
IN THE LARKIN
FACTORIES ARE
DEVOTED TO
THE STORAGE
OF PREMIUM
MERCHANDISE



A SECTION OF THE DEPARTMENT WHERE LARKIN PRODUCTS ARE PACKED

THE POWER-HOUSE

The Larkin Power-House is equipped to furnish 10,000 horse-power. The exterior is shown in the foreground of the large view of the Larkin Factories on pages 18 and 19. The stack is the highest in Buffalo, being 275 feet above bed-rock.

The power by which the Larkin Factories are run is applied electrically, enough current being generated in the Power-House to furnish light for a city of 25,000 inhabitants. There are 20 safety boilers of 500 horse-power each, and 150 tons of coal are consumed every twenty-four hours. So complete are the mechanical devices that the work of handling this immense quantity of coal and the cinders resulting from its consumption, is done by two men. One operates the great crane that lifts the coal from the pit into which it is dumped from the coal-cars and conveys it to a bin at the rear of the Power-House. From the bin the coal passes automatically into a trolley-car that runs to the different furnaces. This car's capacity is $2\frac{1}{2}$ tons. The furnaces are stoked automatically and as the coal is consumed, the cinders drop into a car that runs to the cinder pit. When the pit becomes full, it is emptied by the electric crane.



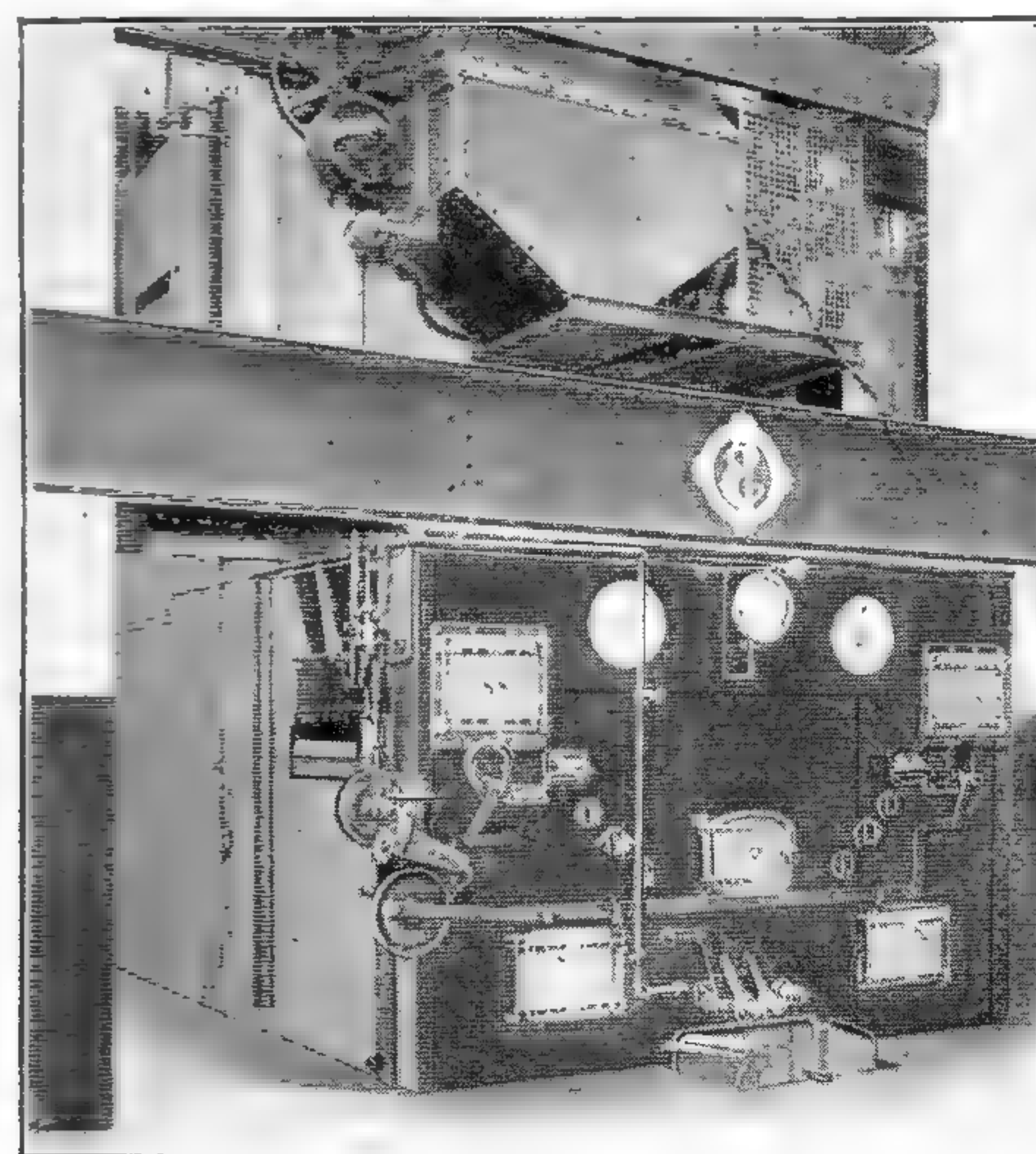
INTERIOR VIEW OF POWER-HOUSE, SHOWING THE ROWS OF SAFETY WATER-TUBE BOILERS

A little steam engine attached to each furnace keeps the grate-bars gently rocking. This movement feeds coal into the fire from a magazine above the furnaces and dumps the cinders into cars in the basement.



THE ELECTRIC REVOLVING CRANE AND COAL-SCOOP

The scoop picks up a ton of coal at a time and makes the trip in a minute. Sixty tons of coal can be delivered into the Power-House every hour.



FRONT VIEW OF A BOILER, SHOWING THE ELEVATED ELECTRIC CAR THAT CARRIES COAL TO THE FURNACE-MAGAZINE



THE LARKIN ADMINISTRATION BUILDING

This twentieth-century structure, completed in 1906, was built with special reference to the comfort and convenience of the 1,200 men and women whose business home it is. It is absolutely fire-proof, is modern in every particular and original in many. A general description of the interior arrangements will be found on page 26. In this building are received and answered many thousands of letters daily from Larkin customers. Thousands of orders daily are checked, recorded and passed to the proper departments in the factories for filling and shipping, and the general administrative work attended to. The building will accommodate 1,800 workers.



DICTATING LETTERS

Letters are dictated to phonographs. More than sixty correspondents devote all their time to dealing with the questions asked by Larkin customers which are not answered by our printed literature.

The desks at which the clerks sit are of steel with fire-proof composition tops. The chairs, which are also of metal, with seats and backs upholstered in leather, are swung clear of the floor from the desk-legs. When not in use, the chairs can be folded and swung under the desk-tops, saving the labor each night of piling 1,200 chairs on top of 1,200 desks to clear the floor for sweeping and then taking them down again.



OPENING AND SORTING IN-MAIL

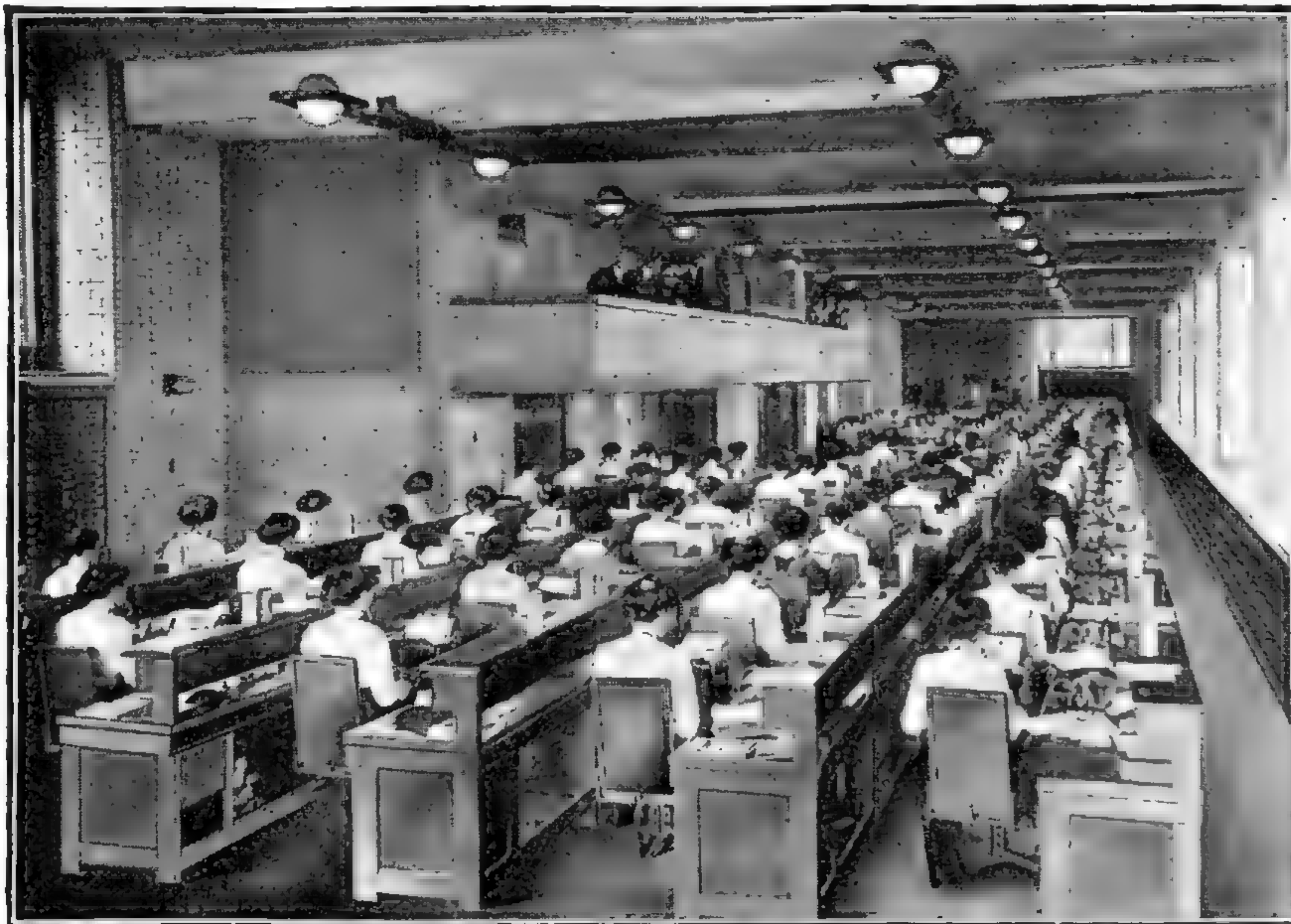


THE CENTRAL SKYLIGHTED COURT

A great, open, skylighted central court admits an abundance of light to all the floors, making the interior, as a whole, light, airy and beautiful.

Here are located the Executive Heads of the Office Force. The chairs used are probably the first steel swivel armchairs ever built. The upper part of the picture gives a glimpse of one of the conservatories. The other is in the same relative location at the opposite end of the court.

The "In-Mail" is opened, classified and distributed to the various departments where it is answered or given the attention required.



TRANSCRIBING LETTERS

After letters to Larkin customers have been dictated, the wax cylinders upon which the records have been made are transcribed by the typewriters. The letters are reproduced just as songs, speeches and music are reproduced from the ordinary phonograph record, except that instead of by a horn, the sounds are carried to the transcriber's ears by a tube from the sound-box. There are nearly 200 typewriter-operators in the employ of the Larkin Co.

THE TYPEWRITING-DEPARTMENT
AND VISITORS' BALCONY

HANDLING ORDERS FROM LARKIN CUSTOMERS

The lower picture shows two of the Sales-Accounting Departments or "Groups." The groups are geographically divided, each division attending to all the clerical details of business in the state assigned to it. The illustration shows but one half of one floor of the Office Building. The windows shown along the left side of the picture and the openings into the central court on the right furnish an abundance of daylight. The electric lights are so arranged and are of such a character that they produce an effect as nearly like daylight as it is possible to have. There are three 50-candle power Nernst Lamps in each globe.





THE LARKIN RESTAURANT

The picture shows only part of one side of the Larkin Restaurant, which accommodates 600 persons at one sitting. It is on the fifth floor of the Administration building. It is fitted and furnished with specially designed tables and leather-seated chairs. Beneath the tables are seats; the table-tops can be folded, making backs to the seats, transforming the whole into comfortable settees for use during assemblages.

The kitchens extend across the ends; in one, the bread, pastry, ices, etc., are made ready; in the other, the vegetables, meats, etc. Complete menus are prepared under the direction of a skillful chef and served to the employees at actual cost.

THE TRIUMPH OF THE LARKIN IDEA

“**A**LWAYS take the short cut, and that is the rational one,” wrote a leader of thought in the second century.

Seventeen centuries later, the Larkin Co. took a short cut to get its manufactured products to the consumer, and the Larkin Idea of direct Factory-to-Family dealing came into being. Wholesalers, sales agents and retailers were passed over, and a direct appeal was made to the people.

Their tremendous response, illustrated here by the pictures showing the growth of factory buildings, tells the story of the triumph of the Larkin Idea.

From the first Larkin Factory of 1875, containing 3000 square feet of floor space, to the present gigantic structures, containing over sixty acres of floor space, is a far cry, but the growth is indicative of the success of Factory-to-Family dealing.

This plan of marketing a manufacturer's product is not the fruit of a flash of individual intellect. The Larkin Idea stands for, is the name of, a unique plan of business that has been a gradual and intensely interesting development, extending over a third of a century. There is no presumption in assuming that the story of the Larkin Co. will be of interest to the public; for it is the story of success by the result of honest endeavor—of American pioneer enterprise



1875

THE ORIGINAL LARKIN FACTORY

Two floors, 25 x 60
sq. ft. each, a total
area of 3000 sq. ft.

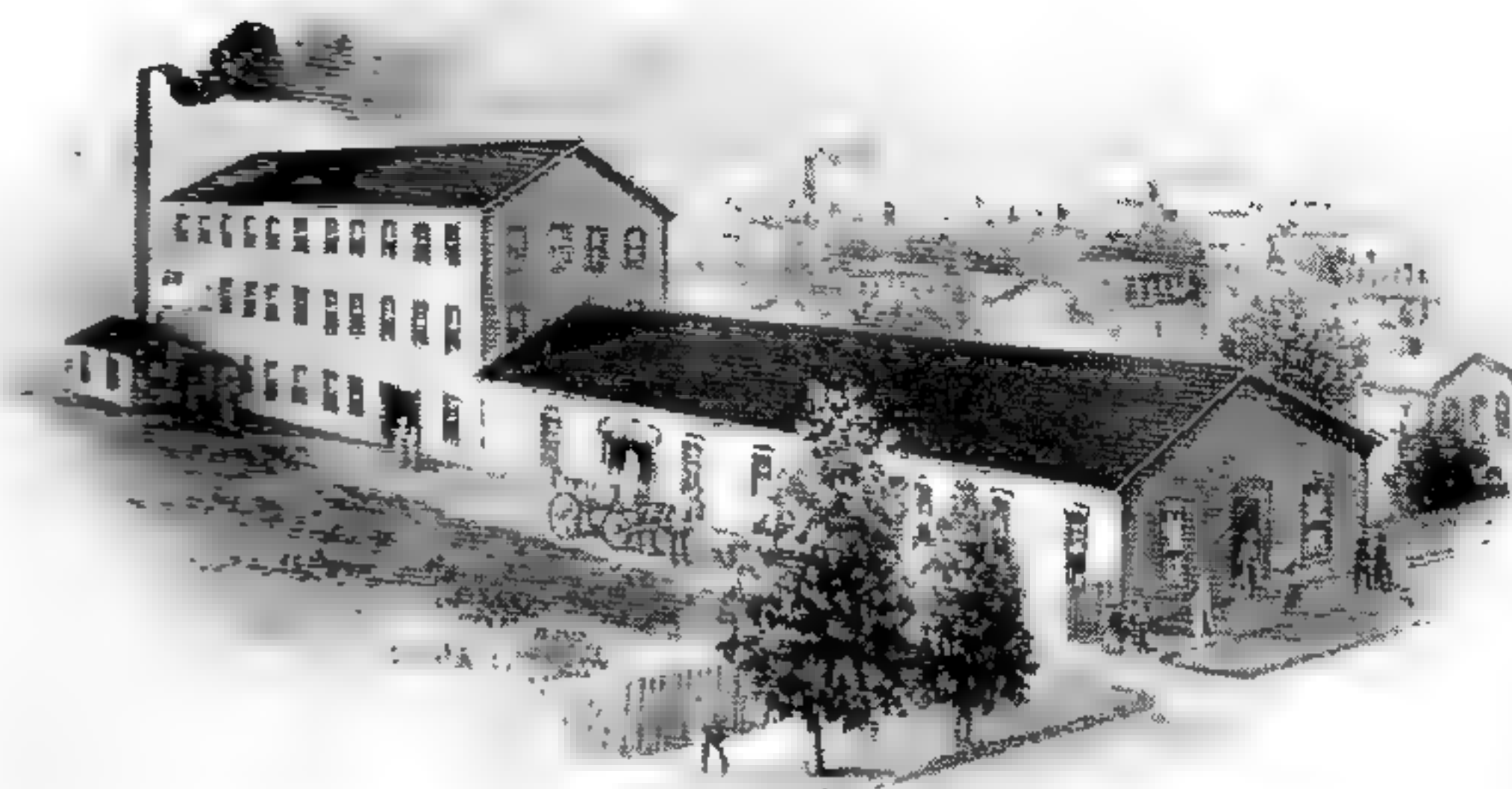
directed in new and untried channels—a theme of interest to every student of economy, to every business man, and to each of the millions of Larkin patrons, who have simultaneously benefited by and assisted in the wonderful development of the Larkin methods. It has a lesson of especial interest for every youth who is misled into believing that success is due to luck, time, place, “a good start,” or superior talents. It is not intended as a story of an easy path to wealth and ease; for there is none. This is history, and histories deal with facts. But, between the lines, it tells of the victory of rightly directed efforts, of honest, unswerving energy and of patient labor long continued; qualities at the command of all who are willing to pay the price of success.

History Will Tell

When the commercial history of this nation shall have been written it will be related that a Chicago wholesale merchant was the first successfully to bring together consumer and wholesaler, leaving the retail dealer out of their transactions; but it will be writ large that the Larkin Co. was, in 1885, the first manufacturer to eliminate all dealers—wholesale and retail; all traveling salesmen and brokers, the entire middle organization termed the “middlemen”—and sell important staples on a large scale entirely to the users.

It will be discerned as a daring thing to have done, thus to cut loose from the traditions of centuries, to invite and to receive the opposition of the entire organized selling-system added to the usual stimulating competition of fellow manufacturers.

Ten years, 1875-1885, were spent by the Larkin Co. in establishing in every state east of the Rocky Mountains the usual system of trade through wholesale and retail merchants, during which a demand for Larkin Products was created, and a progress made that would have entirely satisfied the less enterprising, and a fair proportion of merchants carried Larkin Soaps in stock. During two of these years the modest factory was operated continually night and day. The picture of the original Larkin factory, with two 25 x 60 feet floors, tersely tells the story of the small beginning in 1875, and the factories of 1877, of 1878, of 1882, and of 1885 tell most pithily



1877

THE LARKIN FACTORIES

In the two first years,
the factories more
than doubled in size.

of the not unflattering increase that the first eager years brought.

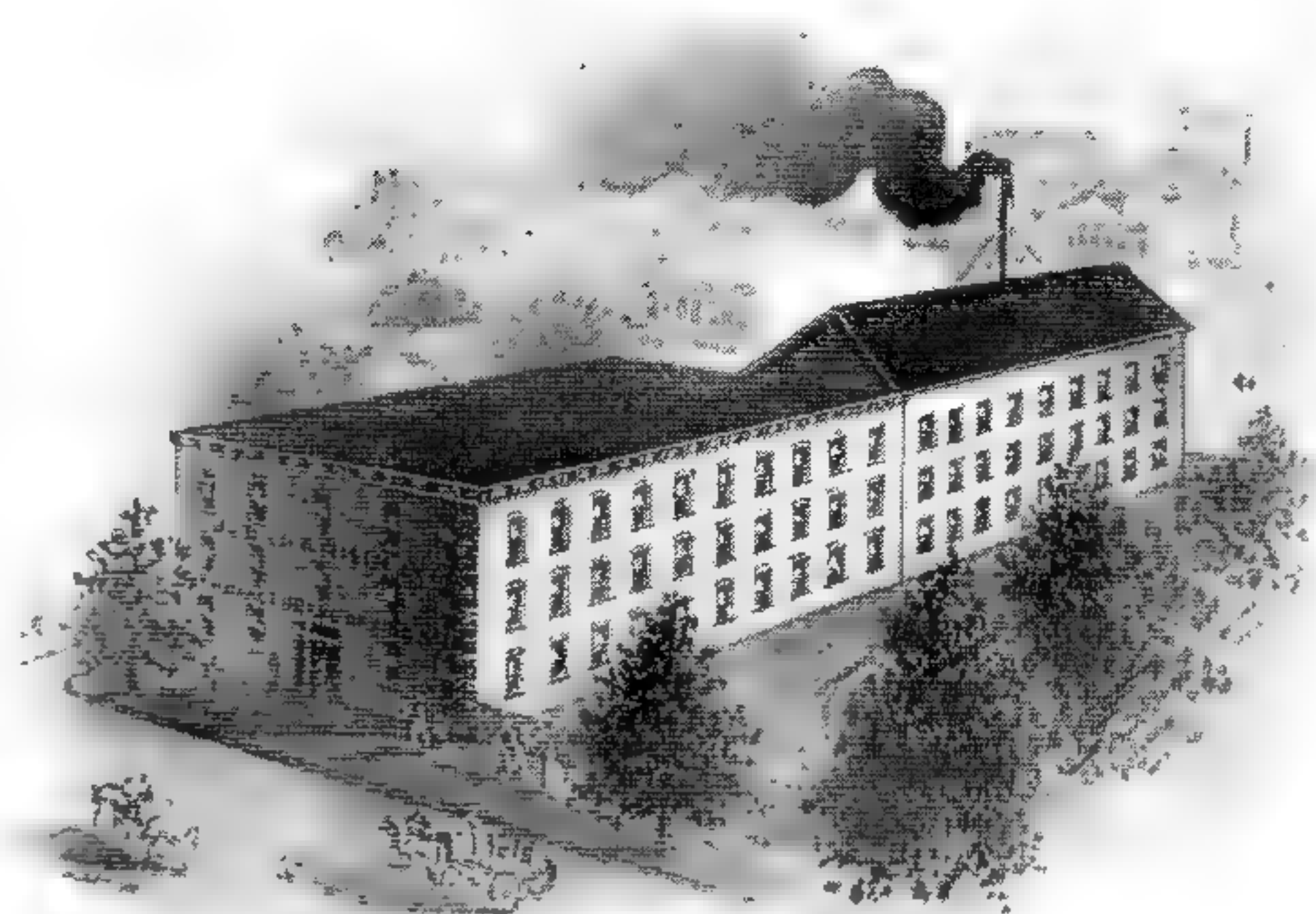
The Dawn of The Idea

It was when the business, conducted on the plan followed by all others of its kind, had assumed a scale that justified the plant portrayed in the “1885” picture, that “The Larkin Idea” of “Factory-to-Family” dealing on “Thirty Days’ Trial,” which had long been considered and studied, was finally promulgated. After more than twenty years of strenuous effort and severe test, it is recognized with deep satisfaction how nearly correct were the original fundamental principles then carefully chosen and adopted; how relatively few modifications have

from time to time been necessary, even to elaborate the plan of a business multiplied, as it has been, a hundredfold.

As was foreseen, the plan at once appealed to and won those who work and struggle, who are obliged to count carefully every item of cost, but the years have shown the value of this plan of trading to the consumer, whatever his circumstances may be.

And millions have learned that the Larkin offers of \$20 worth for \$10 or of \$10 worth for \$5, mean, for example, that Modjeska Toilet Soap (which is listed at 20c. per cake and hence costs only 10c. per cake in a \$10 assortment containing \$20 worth of goods) is equal to any 25c. soap; that Honor Bright Scouring Soap (listed at 5c. and costing $2\frac{1}{2}$ c.) is equal to any scouring soap commanding through the retail dealers 10c. or any other price; that Maid o' the Mist Floating Bath Soap (listed at 5c.; hence costing $2\frac{1}{2}$ c.) is unsurpassed by any of the same class; that Sweet Home Family Soap (costing $2\frac{1}{2}$ c. for a 5c. bar) is an unexcelled laundry soap. Hundreds have written us that, regardless of price, they find Boraxine (priced at 10c. per 1-lb. package, thus costing 5c. per lb.) better than the other undoubtedly meritorious washing-powders. Larkin Teas (at 60c. a lb.,) Larkin Vanilla Extract (at 25c. per 2-oz.,) in fact, all the Larkin Products, really cost Larkin customers but half the list price. In no instance is the list price more than the regular retail price for such home needs as are included in



1878

THE LARKIN FACTORIES

By 1878 the floor
area had reached
20,064 square feet.

the list of Larkin Products, all of which have become a famous standard of quality and are guaranteed to give satisfaction.

The ever constant offer of "Thirty Days' Trial; then Pay if Pleased" most effectually meets the objection of the doubter, who says, "It can't be done! You can't get something for nothing."

A Practical Plan

The careful reader of the Larkin offers knows that it is never professed that something is given for nothing, but that it is at all times explained

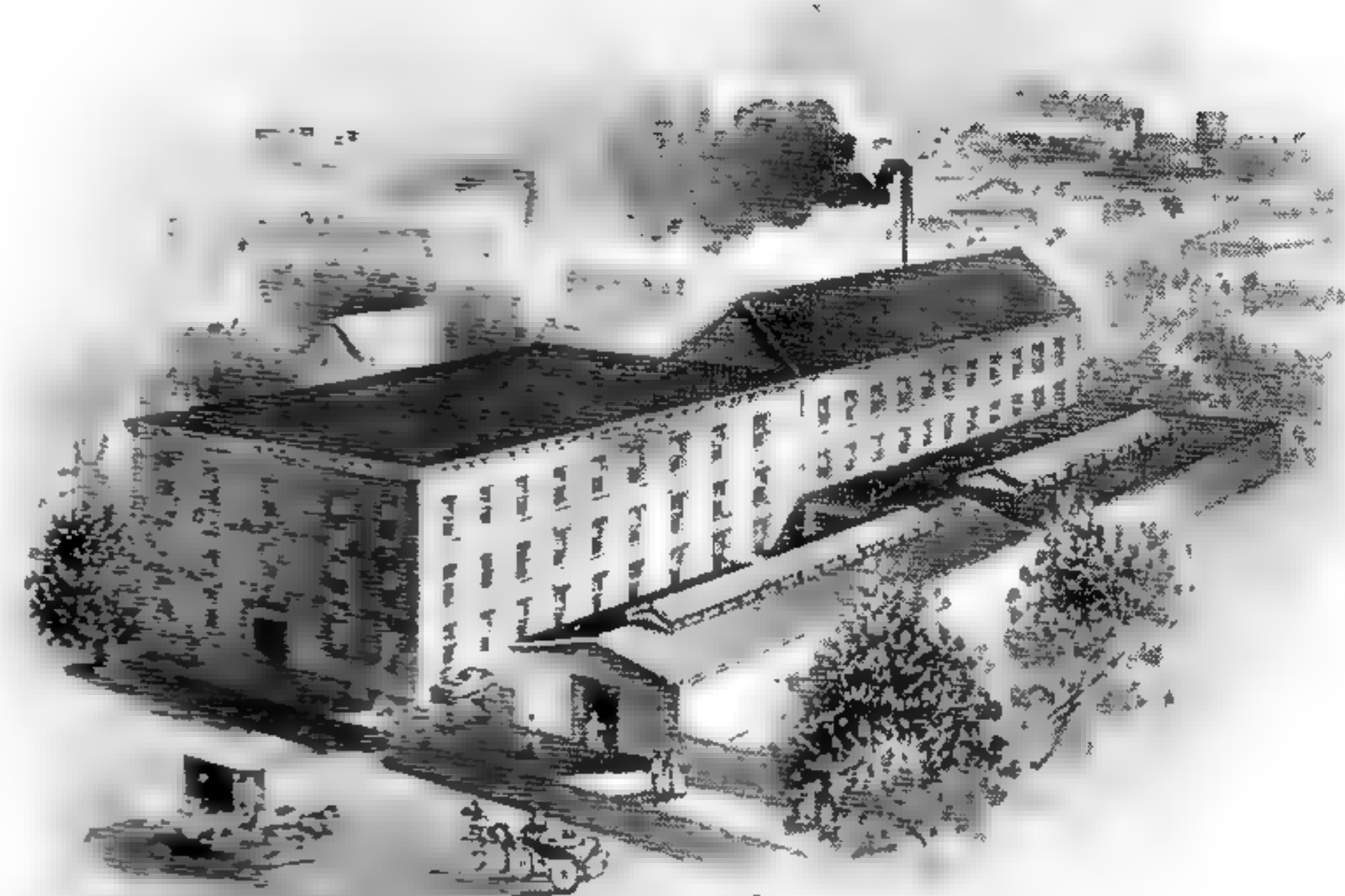
how \$20 worth of products may be bought for \$10; or, in other words, \$10 worth of products may be bought for \$10 and a \$10 premium received with each purchase.

Each added year materially increased the ability of the Larkin Co. to fulfill with ease this confessedly difficult and apparently impossible proposition.

The maximum of production at the minimum of cost, through most modern factory facilities, and the purchase of Premium Merchandise in lots so large that the complete working-forces of entire factories are kept busy making them, contribute to the superiority of Larkin Products and to the excellence of Larkin Premium Merchandise.

The first large order for Larkin Premiums was not placed until 1891. It was for Piano Lamps and amounted to \$40,000 worth, deliverable at the rate of \$4,000 worth a week. This was considered a big order, at the time, by the Larkin Co. and by the manufacturer from whom the Lamps were bought; but since then, orders amounting to \$200,000, \$300,000, and even \$500,000 have been given to single concerns at one time. Morris Chairs to the number of 80,000 and Solid Oak Dining-Chairs (No. 11) to the number of 125,000 are ordered for delivery inside of twelve months; and the incident calls forth no remark. The order that seemed large in 1891, today would not be noticeable.

The Larkin Co. is able to buy in this way only because the public appreciates the opportunities placed before it and buys Larkin Products in such quantities as to warrant the



1882

THE LARKIN FACTORIES

21,784 square feet
of floor space.

Company in placing the enormous orders it does.

Ordering on such a scale naturally gives the Larkin Co. every advantage in buying, and admits of improvement in quality wherever improvement can be made.

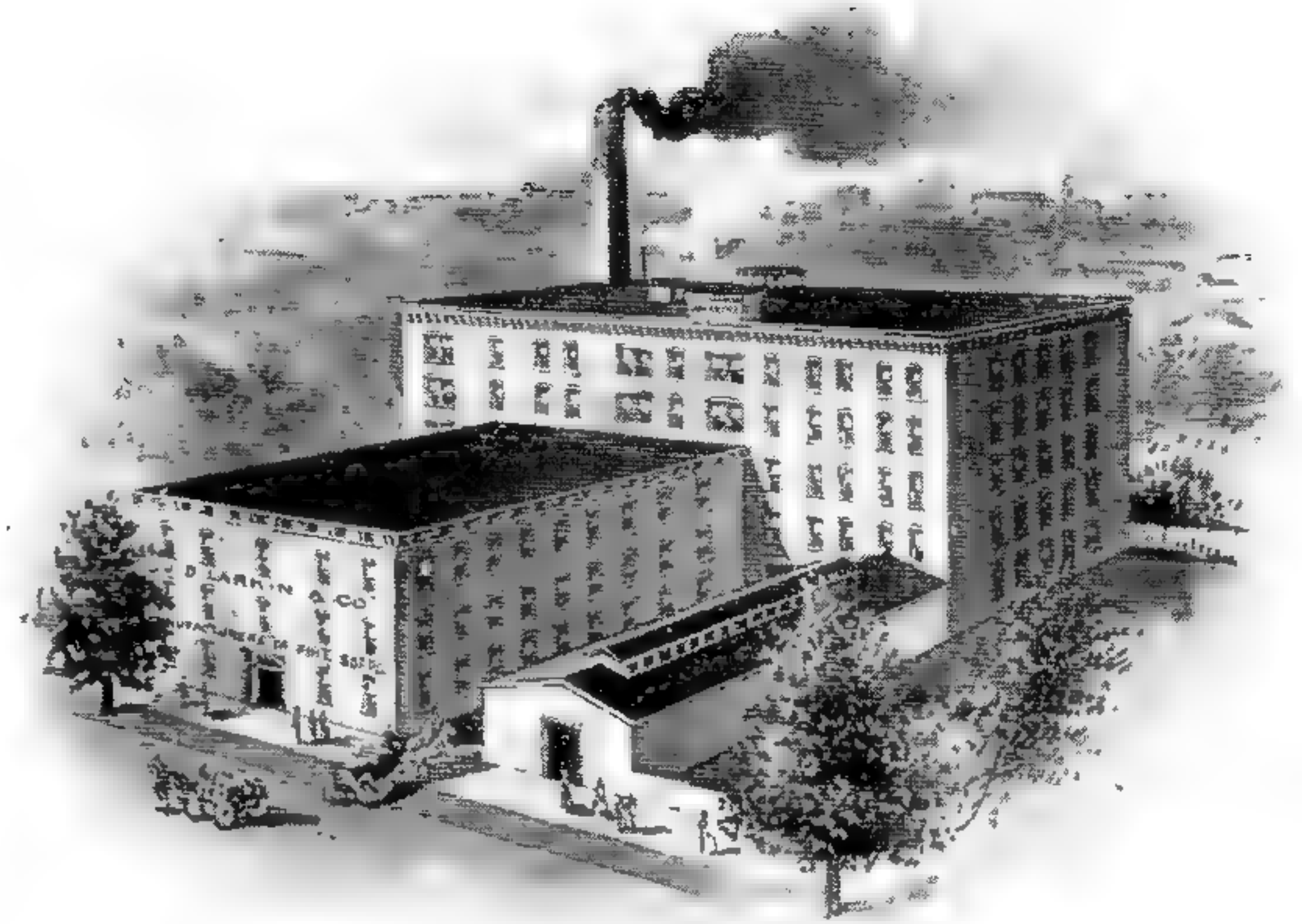
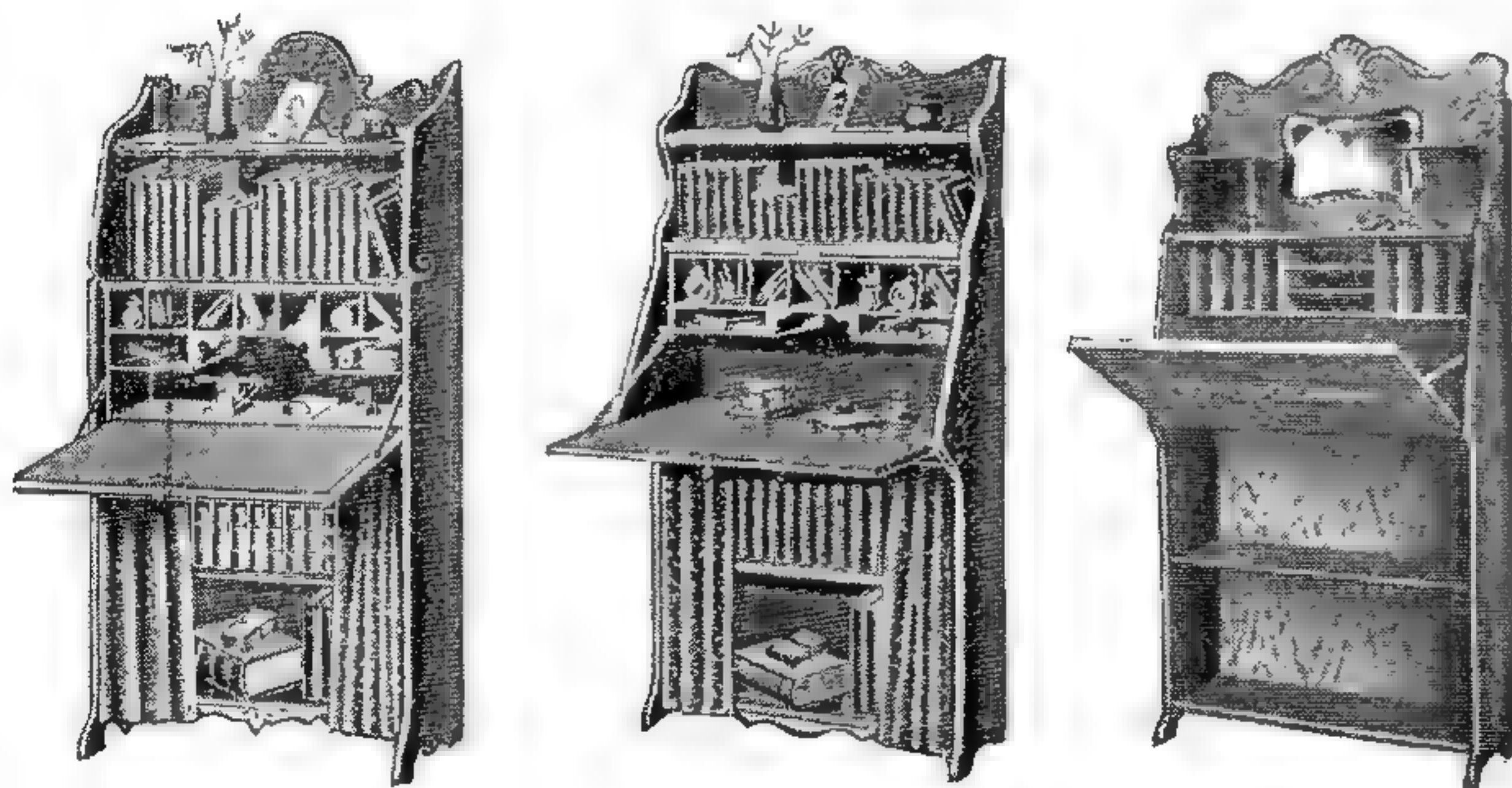
Evolution of Premium Merchandise

Perhaps the best example of the evolution of Premium Merchandise—always towards increased value, by constant study of experts, aided tremendously by the great output—is offered by the Chautauqua Desk. The first picture shows the desk as originally offered. Its popularity

made possible the improvements shown in the second picture.

It is thus that the Larkin Idea gives back to patrons the savings which the volume of their orders makes possible. The improvements again brought an increase in orders that rendered possible the desk of to-day (illustrated in third picture), with French beveled-plate mirror added.

It is thought that the maximum of values has, in this case, been reached. Indeed, sometimes in the latter-day sharp advance in cost of materials that enter so largely into the construction of the Chautauqua Desk, it has been felt that the limit has almost been passed; but the secret of Larkin ability to continue giving a premium of such value lies in the fact that the business gathers increase unto itself much like the proverbial snowball, saving to the Company, hence to its customers directly, the usual tremendous expense of obtaining business. Indeed, the secret of the ability to give values so extraordinary, which causes such wonderment among the customers and embarrassment to imitators lies



1885

THE LARKIN FACTORIES

The three years from 1882 to 1885 saw a marked growth in factory buildings, from 21,784 sq. ft. to nearly 45,000 sq. ft.

very largely with the Larkin customers themselves, and in their own kind words of recommendation, so fruitful in multiplying orders from their neighbors and friends.

The decade from 1885 to 1895 was spent in yeoman service in fully establishing the new Larkin Idea; the years since have witnessed the complete vindication of the efforts of that period and have amply rewarded the patient, unceasing toil and study with which all the years have been so fraught.

“Nothing Succeeds Like Success”

From 1895 to 1909, so many buildings, all of highest manufacturing type, have been erected that the floor area has increased from 45,000 sq. ft. to over sixty acres. Labor-saving and by-product-saving apparatus and machinery were rapidly installed, all tending to economy of production.

The Administration Building, of which an excellent illustration is shown on page 25, occupies a position distinctly its own in the world of business buildings. It is the finest, most complete private office building in the world. Nothing that twentieth-century ingenuity could suggest to this end has been omitted. To avoid the noise, dust and smoke of the city, all windows are hermetically sealed with double glass, while fresh air, washed and cooled (or heated) is forced with equable temperature into every part of the interior. An annex is provided for employees' comfort. It contains rest-rooms, toilet- and bathrooms. There is also a schoolroom in which persons entering the employ of the Company, or clerks transferring from one department to another are given special training in the duties they are to assume.

The main building contains five stories free for business, an abundance of light being admitted through a great, open, skylighted central court. Top floor contains restaurant and kitchens. The roof is a recreation ground with conservatories, open gardens and tiled promenades. The



1901

THE LARKIN FACTORIES

By 1901 the buildings had so increased that they included
16 acres of floor space.

interior, completed in permanent masonry materials, is light in color and restful in effect. The exterior, possessing a strength and dignity uncommon in office buildings, is marked by plain lines, and masses of masonry so arrayed as not to shut out light. The whole contributes an atmosphere wholesome and uplifting to the immense family whose daily business home it is.

Over 2,500 people are on the Company's pay roll, representing, with those employed in other plants wholly upon Larkin Premium Merchandise and materials of various kinds, together with those supported by them, no less than 25,000 people who are dependent upon this great Company for the comforts and necessities of life.

The Benefits Are Boundless

The benefits of the Larkin business are immeasurably more far-reaching than these figures imply, because the annual income of every Larkin patron is augmented by just the amount which is paid to the Larkin Co. in a year.

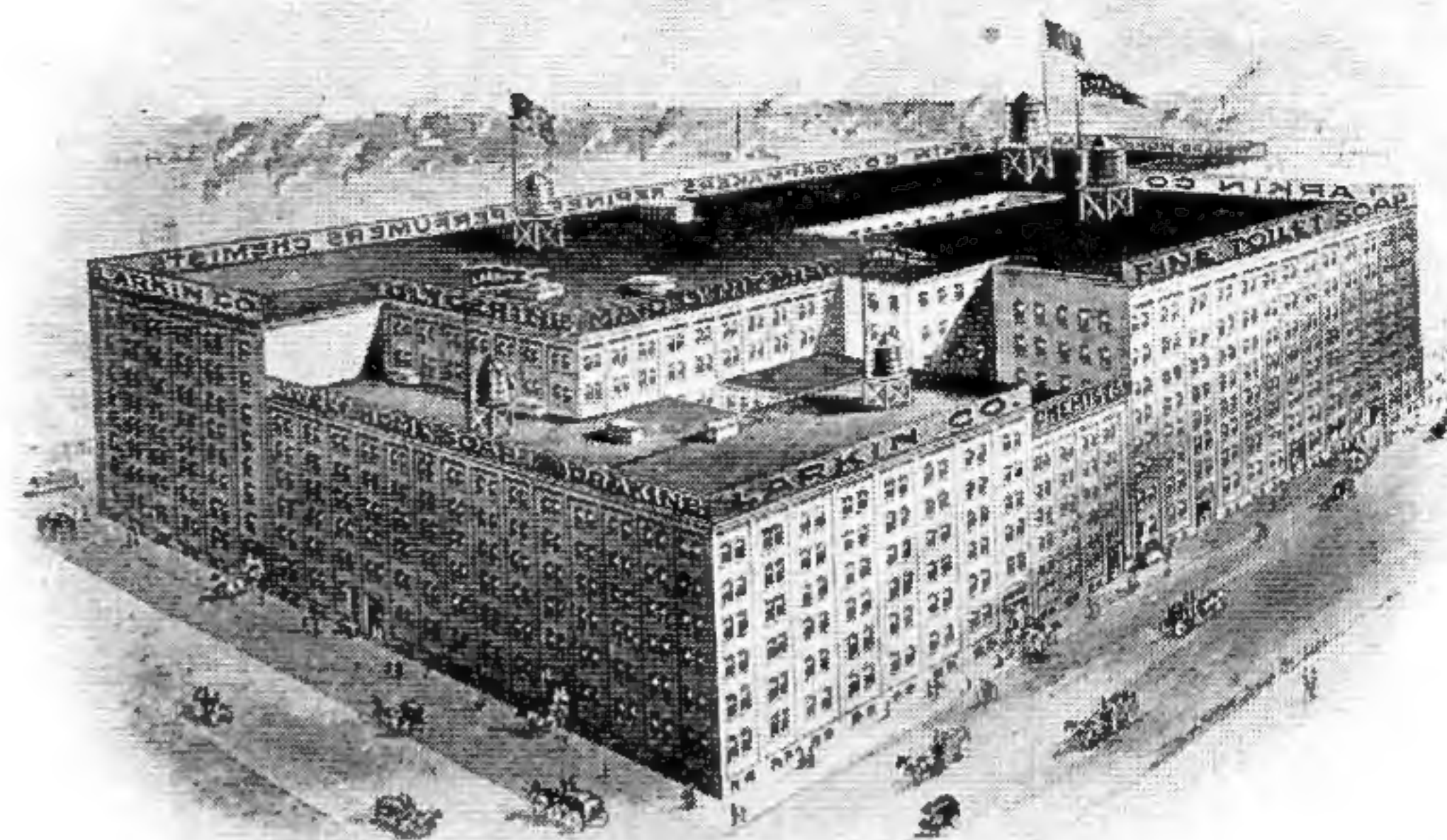
The average family uses a \$10 assortment of such articles as make up the list of Larkin Products every few weeks. On each assortment, the saving is always \$10 whether the order is for Products alone—when the customer receives \$20 worth, or whether it is for \$10 worth of Products and Premium Merchandise.

Many customers join together in Clubs-of-Ten and obtain Larkin Products and Premium Merchandise by paying \$1 at a time until ten payments are made.

Thousands of organizers of Clubs-of-Ten receive a retail value of \$25 for each Club they organize, wholly earned by services.

Many organizers conduct ten or a dozen Clubs at the same time, thus adding several hundred dollars worth yearly to their income.

Girls and boys as well as adults, obtain valuable Premium Merchandise or earn money selling Larkin Products among friends and neighbors. Many enterprising young folks furnish their own rooms, or obtain articles that particularly gratify the youthful taste. In this way they have gained their first knowledge of business. The selling, distributing and collecting give them valuable business training.



1904

THE LARKIN FACTORIES

Over twenty-nine
acres of floors.

The ever-growing demand for Larkin Products and Premium Merchandise, which has now attained proportions so large that even the enormous productive facilities of our great factories are taxed, to promptly fill the thousands upon thousands of orders received, tells better than any words the favor in which the Larkin Idea of direct Factory-to-Family dealing is held. It is the best acknowledgment, too, of the superior quality of all the Products and Premiums that bear the Larkin Co's. name.

Under a news article, "Business Booms at the Post Office," the *Buffalo Commercial*, in the issue of April 9, 1906, said: "The business at the post office was never so large. The increase is said to be due in no small measure to the wonderful growth ***** of the Larkin Co. It is said that about one-fifteenth of the postal receipts at the

Buffalo post office are paid by the Larkin Co. alone."

It is the Company's earnest endeavor to continue to merit this vast patronage—to increase the success of the future over that of the past.

The policy of the Company in erecting, since 1897, only fire-proof structures with high ceilings, has made the surroundings light and healthful. In the early years the working hours in the office were reduced from ten to nine hours, and then to eight and a half; then to eight hours with Saturday half-holidays during June, July, August and September. On May 1, 1900, the hours of the factory workers were reduced from nine hours, forty minutes to nine hours, with ten hours' pay and Saturday half-holidays during July and August.

On January 1, 1900, there was established a department for employees' savings, in which five per cent. interest, compounded quarterly, is paid upon loans there deposited. Over 700 men and women now have accounts, with a total to their credit at this writing of about \$165,000.

The Larkin Catalog, published twice a year, has tremendous circulation. It illustrates and describes our 550 Products and our great assortments of Premium Merchandise, including the Latest Fashions in Wearing-Apparel:—Coats, Skirts, Dresses, Waists, Under-Muslins, etc., and Rugs, Carpets, Curtains, Wall-Papers, Crockery, Lamps, Clocks, Silverware, Jewelry, Furniture, House-Furnishings, Stoves, Hammocks, etc., etc.

From it a true idea of the advantage accruing to Larkin customers may be gained. A copy is always gladly mailed on request.

No secret enshrouds the reason for what has been achieved. It is the natural result of our policy of according to all customers the full measure of satisfaction, a policy that has always prevailed and that always will prevail.

Nor is the Larkin Idea of direct Factory-to-Family dealing, which makes possible the giving of \$2 retail value for each \$1 expended, veiled in mystery. It is analyzed and made clear in a paragraph:

MANUFACTURERS CREATE VALUE MIDDLEMEN ADD COST

MOST manufactured goods are sold to the consumer at from two to four times the cost of production. This is because the goods pass through many hands: from the factory to the sales agent; from the sales agent to the wholesaler; from the wholesaler to the retailer; from the retailer to the consumer. Each "middleman" adds his expenses, his losses, his profits, etc.; all are piled up in the retail price, and must be paid by—YOU.

THE LARKIN IDEA SAVES ALL
COST WHICH ADDS NO VALUE

THE LARKIN IDEA

ITS HOME

A PICTORIAL PRESENTATION OF
SOME OF THE VARIOUS DEPART-
MENTS OF THE LARKIN FACTORIES
AND ADMINISTRATION BUILDING,
TOGETHER WITH BRIEF DESCRIP-
TIONS □ □ □ □ □ □ □ □

ITS TRIUMPH

OUTLINED IN A HISTORICAL
SKETCH THAT DEALS WITH THE
DAWN OF THE IDEA AND ITS FUL-
FILMENT □ □ □ □ □ □ □ □

DEDICATED
TO THE MILLIONS OF PEOPLE WHO
HAVE PROFITED BY, AND
TESTIFIED TO, THEIR
APPRECIATION OF
THE LARKIN IDEA

Posted on: January 19, 2020

Edited by: Brian D. Szafranski
Elma New York USA

Please do not reprint or republish
this document for commercial gain.

ALL THE WORLD
CONTRIBUTES TO THE MAKING
OF LARKIN PRODUCTS



THE HOME OF THE LARKIN IDEA



FACTORY TO FAMILY

